

**Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)**

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**Implement MIT Center of Excellence Program-
Human Resources Assessment**

Final Report

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1.0 Executive Summary

The Ministry of Industry and Trade (MIT) Center of Excellence Program: Human Resources Assessment was conducted from April to June 2002, by Mr. Ken Donaldson and Dr. Arwa Al-Mothaffasr, consultants working for Chemonics International through its AMIR Program. The purpose of the assessment was to document the current and proposed staffing requirements of the MIT, to identify and establish a baseline of currently required skills for use in future organizational development initiatives and draft Terms of Reference and a MIT Strategic Human Resources Action Plan which will assist the MIT in establishing itself as a Center of Excellence.

1.1 The approach. During the course of the assessment, the consultants met with key members of the MIT to determine their level of interest for, to take note and document their perspectives of, and to get a sense for their interpretation of strategic human resources planning and its potential for facilitating the achievement of objectives presented in an organization's strategic plan. Of primary importance for conducting these meetings was the collection of each manager's opinion of the adequacy of MIT human resources management policies and procedures, and the relevance of those policies and procedures in helping them meet their anticipated staffing requirements in the future

Information was gathered through various sources in the Ministry, primarily through the Departments of Personnel Affairs and Management Development and Studies. Data retrieved included staffing profiles containing human resources skills inventories, workforce allocations, position titles, career statuses of the workforce, and job specifications.

Finally, the consultants, using the findings of this report drafted terms of reference, a strategic human resources plan and an action plan keyed to the future needs of the MIT and the political and social realities of Jordan.

1.2 Key findings. To quote an earlier observation made by another consultant tasked to assess the current organizational structure of the MIT "If a Center of Excellence is to become a reality, it must have modern and effective Human Resources Management."¹

- Overall, the senior management, although aware of the need for a strategic mindset for staffing decisions based on goals and the enhancement of organizational outputs, still find themselves working with the old paradigm, the traditional notion of finding people to fill job vacancies.
- In terms of current staffing requirements, there is no staffing authorization documentation available to support existing staff allotments or that reflects current staff authorization having been determined through a multi-step process that considered actual department or directorate needs.

¹ MIT Center of Excellence Program: Organization Assessment Report, Beryl York for Chemonics International, May 2002.

- Job Analysis must be performed for all job titles to ensure proper and accurate identification of both the hard side of job requirements (qualifications) and the soft side (training)
- A training plan needs to be prepared taking into consideration the real training needs of the job title.
- It is obvious that training (Human Resources Development) is not organized or planned in such a way that reflects what a specific job title requires. This systematic approach to human resources development is lacking in the MIT partially due to role ambiguities that exist between the Personnel Affairs Directorate and the Development and Studies Directorate. Both directorates need reengineering which must include the assignment of separate and distinct roles and responsibilities for each.
- Through discussions with senior staff members it became evident that no current strategy exists to attract and retain the human resources required to meet MIT present and future strategic requirements.
- There does appear to be a Master Training Plan within the MIT that addresses the development of human resources skills and abilities to meet MIT future skill base needs although how the plan was developed could not be determined by the consultancy.
- Work plans developed by the individual departments and directorates, keyed to the MIT Strategic Plan 2002-2006, do not reflect an awareness for human resources needs planning and there is no job/work analysis documentation available to support the skills and allocation requirements provided for, if any, in these work plans.
- The current staff performance reporting system is flawed in the concept through no fault of the MIT, the Personnel Directorate, or the Development and Studies Directorate. The system as it applies to career civil service employees in the MIT is managed through the Civil Service Bureau (CSB).

Performance Appraisal Systems, in order to prove effective, must include key components within the appraisal process. These components include: 1) Accurate job descriptions that specify essential functions and annual goals, 2) Standards of Performance that tell the employee just what is expected of them, 3) Opportunity for documenting observation and feedback, 4) an appropriate appraisal instrument, 5) A plan for performance development.

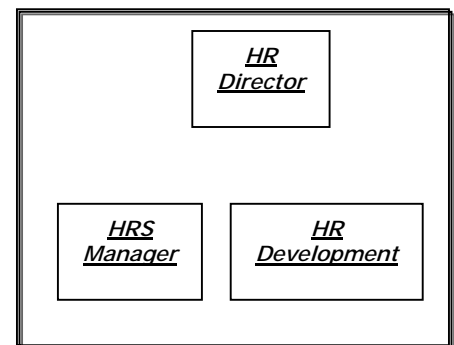
The Civil Service Bureau has adopted the most common evaluation system, the “trait” format, in which a series of traits are listed, and each is measured against a scale from unsatisfactory to excellent. the “trait format” instruments adopted for use by the Civil Service Bureau are simple to administer and easy to understand but the consultant’s experience indicates that this type of instrument is burdened with problems. There is a tendency to centrally rate (rate as average), evaluate high to avoid discomfort that comes from confrontation, appraise subjectively as a result

of personal biases (trait system is particularly vulnerable to this problem), and evaluate based on latest behavior and not include what was done in the first part of the rating period.

The significance of this finding to this consultancy is its impact on the ability to determine the appropriateness of the current staff skill base requirements and as well as the development options required to meet future staffing needs.

1.3 Recommendations. Based on the findings from interviews with senior management staff, documentation analysis, and a review of the Ministry of Industry and Trade Strategic Plan 2002-2006 and its accompanying goals strategies, outputs, and activities, (specifically Goals and Strategies 4, Output 3), the following recommendations are made:

- Current staffing authorization is not based on a past comprehensive needs assessment but can be used as a baseline for future decisions. It is recommended that while maintaining the status quo the senior management perform a workforce planning study to identify future human resources needs in terms of quantity and develop a comprehensive employee skills inventory that can be used to determine the compatibility between existing jobs and staff qualifications to future human resources requirements.
- Perform a comprehensive top down assessment of all existing human resources functions, procedures, and policies with an output that will guide the process of transforming the MIT to a Center of Excellence.
- The MIT and its mission would best be served if it were to adopt a human resources administration system Fig 1 would prove earlier consultancy recommended the separation of the Human Resources Management functions of the Personnel Directorate from the Human Resources Development functions of the Development and Studies Directorate². This action would serve to remove current ambiguities that exist between the two directorates resulting in positive attitudes and a productive work spirit to emerge from each. This consultancy confirms the need for this move but further recommends that both components be placed within a Human Resources Department managed by a Human Resources Director (Fig 1).



1.4 Next Steps.

1. Develop a scope of work and plans for an overall assessment by human resources experts of the MIT Human Resources Management System.

² MIT Center of Excellence Program: Organization Assessment Report, Beryl York for Chemonics International, May 2002.

2. Coordinate with AMIR for technical assistance in conducting a workforce planning study.
3. Investigate the legality of the CSB authorizing a partial or total modification to the MIT Human Resources Management System.
4. Investigate the appropriateness and availability of commercial, off-the-shelf Human Resources Information System (HRIS) software for possible adoption by the MIT to facilitate the evolution of its Human Resources System one that is effectively responsive to strategic priorities.
5. Review and consider the recent efforts of Mr. Malcom Peplow (HR Specialist-IESC) contracted to develop a HR System for IDD for possible implementation Ministry-wide in lieu of purchasing a commercial HRIS or custom designing a system for consideration for use by MIT.

2.0 Reason for Consultancy and Methodology

The Jordanian Ministry of Industry and Trade (MIT) has embarked on a course that will result in its better serving the economy and improving its support delivery efforts, to modernize its operations, and develop a quality culture focused on consistency, dependability, and satisfying the requirements of the Jordanian private sector and its industries (Fig 2).

Fig. 2

MIT aims to direct the efforts of the industrial sector and business community in a way that will best serve the economy through the implementation of sound policies and judicious resource'.

Letter from the Ministry of Industry and Trade-2002

In response to this challenge, MIT has teamed with the AMIR Program and is currently engaged in a systematic review of its internal relationships and practices ultimately hoping to establish itself as a Center of Excellence; a quality improvement program providing for the ongoing monitoring of performance indicators including client satisfaction and service quality, service execution, financial performance, activity effectiveness and efficiency and the identification of trends that encourage investigation of opportunities for improvement (Fig 3).

2.1 Objective

In order to prove itself a utility rather than a hindrance to the community which it serves, the Ministry and its management team must ensure that it has prepared itself to meet the challenges of responsiveness, predictability, uniformity, and dependability which are the customers expectations for the MIT. To support the MIT quality improvement program, or more specifically facilitate its transition to a Center of Excellence, AMIR proposed providing to the MIT technical assistance in Organizational Development and Human Resources System Assessment. The purpose of these assessments was to measure and establish the baseline effectiveness and values the ministry realizes as a result of its maintenance of its

Fig 3

'Since the get-go, MIT has taken to heart the concerns and necessities of its clients, in particular with regards to how the various (and existing) trade agreements may be best utilized to optimum advantage by Jordanian companies and industries.

Letter from the Ministry of Industry and Trade-2002

current organizational structure, compliance with current human resources management policies, and to provide some best practice guidance to improve on the baseline value.

2.2 Methodology

The Human Resources Assessment took as its focus:

- the identification and recording of the MIT skills requirements now and for the future if documented. (jobs experience, education, training, licensure, ability requirements);
- the assessment the appropriateness of current staffing policies;
- the assessment of proposed staffing requirements if an assessment has been accomplished;
- the identification of possible redundant or surplus staff;
- the evaluation of its Human Resources Development Program (training management policies and procedures);
- the development of terms of reference, a strategic human resources plan, and an action plan for the MIT.

Four methods were used to obtain the information required of this consultancy:

- Interviewing MIT executive management staff.
- Reviewing staffing authorization documentation (numbers, skill specifications, etc.)
- Reviewing the Human Resources Development Program (training management policies and procedures);
- Reviewing the current MIT Strategic Plan 2002-2006 testing it for realistic and obtainable objectives.
- Reviewing department/directorate work plans (Departments of Personnel, Management Development and Studies). ensuring their indicators were keyed to the strategic objectives presented in the MIT Strategic Plan, specifically goals 4 and 5. (Annex B).

3.0 Findings

3.1 Interviewing MIT executive management staff.

Senior management was encouraged to speak freely and openly when asked if they thought the organization has the right people it needs-the right people, at the right place, at the right time, and at the right salary to fulfill its current mission requirements and to achieve its objectives as they are provided for in strategic plan (Fig 4). Responses almost unanimously indicated little confidence in the existing system or in its capabilities to meet their human resources requirements for the present.

Fig 4

Staff Analysis

- *Right number of staff;*
- *With right types of skills;*
- *In the right jobs;*
- *Performing the right activities;*
- *Achieving the right objectives.*

As for the future, work plans developed by the individual Departments and directorates, keyed to the MIT Strategic Plan 2002-2006, do not

reflect an awareness on the part of senior managers for human resources needs planning and there is no staff analysis or needs assessment documentation available to support the skills and allocation requirements, if any, identified and provided for in these work plans (Fig 5). Without this critical piece of information the MIT will find itself perpetuating the process of hiring to fill job vacancies rather than hiring to the strategic needs of the organization and the realities of the labor market.

There were a series of questions posed to each MIT senior staff member specifically designed to get to the core level of their understanding of human resources systems and a particular system's ability to satisfy staffing needs in the most effective and intelligent manner. Rooted in the questions was an attempt by the consultants to examine the staff's recognition of the multiple step process for staffing that starts with a clear determination of needs and culminating with selection and placement. Best practices for staffing now insists that a strategic human resources approach to hiring be adopted based on the strategic plan and direction of an organization rather than short-term requirements for an exact job which is just restating the premise in the preceding paragraph (Fig 6).

Few managers interviewed were familiar with hiring practices beyond filling a vacancy through a selection interview. Those who were aware of the need for a strategic staffing mindset thought it impossible to apply under the current staffing system.

3.2 Reviewing staffing authorization documentation.

After taking note of what the senior staff thought about MIT staffing policies and procedures the consultancy proceeded to the review of staffing authorization documentation, development of MIT skill profile(jobs experience, education, training, licensure, ability requirements), assessing the appropriateness of current staffing policies, and the identification of possible redundant or surplus staff.

Authorization documentation. **Annex C and D** contain the current job staffing profile by Department/Directorate, job position/title and number assigned. **Annex E** is the summary of the staffing profile by position title and number assigned to the listed job positions/titles. It is important to note here that there is no needs assessment documentation available to justify the hiring for specific skill sets nor authorization documentation supporting staffing allotments and quotas (Fig 7). Without this documentation to review it is pointless to attempt an

Fig 5

Staff Analysis

- *How many employees are needed?*
- *What are the key tasks to be done?*
- *What type of skills are needed?*
- *Are numbers tied to specific jobs at specific skill levels in a realistic timetable?*
- *What are the authority levels?*
- *Can technicians be substituted for professionals?*
- *How many and what types need to be recruited?*

Fig 6

Staff Analysis

- *What has to be done*
- *Why does it have to be done*
- *What are the barriers to it being done*
- *How can these barriers be overcome*
- *Which alternative will be selected to overcome the barriers and achieve the goal.*

Fig 7

MIT Current Staffing

- *Departments*

599

- *Directorates*

616

1215 WHY???

assessment or draw conclusions regarding the appropriateness of current hiring practices and impossible to determine deficit and surplus workforce totals. In order to arrive at the latter, a comparison between authorized and assigned strength is clearly necessary.

The total number of staff at all departments varies depending who is being asked. Surveys taken at the department/directorate level suggests a total of 1294 personnel are assigned.

To attempt a needs assessment of current staffing at this phase of the MIT life-cycle which would involve the extremely lengthy process of job analysis culminating in the modification of current staffing allocations, job descriptions, and job specifications (Skills, Know ledges, and Abilities) only to bring the MIT into alignment with international "best practices" would prove incredibly disruptive and counter-productive. A suggestion for over-coming this deficiency is provided for in the recommendations section of this report.

MIT skills profiles. **Annexes F and G** contain the knowledge/education specifications (competencies) for all positions in the MIT Departments and Directorates. There is no documentation to detail how these specifications were determined; how specific degrees were deemed essential to the position. If a higher level of skill, knowledge, or ability is likely to result in better performance than that information needs to be determined and noted for future selection purposes. Job analysis, as part of that process, allows for job specifications (Knowledge, Skills, Abilities-KSAs) to be observed and determined to be required and affixed to specific positions within the organization. **Annexes H and I** contain information addressing competencies/skills acquired and required of MIT employees, by Department and job title, in addition to those they attained through formal schooling. Again, the question begging an answers is how were these skills determined to be necessary for the proper performance of the job? The information noted in these two annexes offer nothing in terms of specificity to job-relatedness skills or competencies required. It speaks only to general language skills and broad knowledge based competency. Job analysis is the only means available to determine these additional job requirements and for what ever reason no needs assessment or job analysis was performed during the development of the MIT. This is crucial information for both current and future planning and staffing functions.

Appropriateness of current staffing policies. A needs assessment or gap analysis is a systematic exploration of the way things are and the way they should be. A ministry-wide needs assessment addressing these two issues--the current versus the desired or necessary situation-- is the only way the appropriateness of MIT staffing policies can be judged (Fig 8). As already noted in item 3.2 no previous needs assessment or job analysis was performed to justify the present staffing allocation. The recommendation that the MIT not attempt to right the past but focus on its future is the correct course of action to take at this time.

Fig 8

Needs Assessment

- Gap analysis
 - Current situation

GAP= need, purposes, objectives

- Desired situation

The current minister represents a new breed of thinkers in the GOJ. His ministry's Strategic Plan 2002-2006 provides a broad framework, direction, and priorities for the Ministry and its staff. It is up to the individual managers to prepare operating/work plans that schedule events and responsibilities that detail the actions to be taken in order to accomplish the goals and objectives laid out in the strategic plan.

The Director of the Industrial Development Directorate disclosed that His Excellency required all department/directorate heads when developing their annual work plans to include their strategic human resources requirements. It would be expected that they would arrive at those requirements through some form of gap analysis or needs assessment (Fig 9). Increases in personnel were noted in some work plans. Again, there is no supporting documentation in the form of a needs assessment available to support additional requirements.

Fig 9

Needs Assessment Output

- *How many employees are needed;*
- *Type of skills are needed;*
- *Numbers tied to specific jobs at specific levels in a realistic timetable;*
- *Technicians can or cannot be substituted for professionals;*
- *And how many and what types need to be recruited*

It was also noted while analyzing current versus future staffing that no allowances were made to plan for the loss of human resources reaching mandatory retirement or who were being considered for an offer of early retirement. The difficulty arises when considering that the strategic plan calls for an increase to a 1373 figure. Given that there will be retirements in the out-years it could be assumed that the increase is to off-set these losses. But it also could be assumed that the increase reflects a real need from 1215/1294 to the 1373 figure due to expected increases in projected work demand. A third interpretation of the stated need for the increase could be that of a combination of the two scenarios, a need to off-set some losses while building additional capacity in expectation for increases in work output demand. When asked to clarify the need for additional personnel there was no consistency in the determination of need. The Directorate of Personnel Affairs should set the guidelines for the departments and directorates to justify increases in personnel. This was not done.

Whatever the circumstances, if this increase in manpower was not determined through a formal needs assessment process, it is recommended that management be directed to revise their HR needs projections based on the results of a needs assessment or arrange for another consultancy to perform the analysis independent of management or have it (another consultancy) lend technical assist to management to have them perform strategic HR planning as part of a capacity building exercise.

If the management elects to go at it on their own their motive should be to find answers to the following questions:

- Are there performance problems that indicate a deficit in either the staff or the MIT staffing policy?
- Are our people doing their jobs effectively?
- Do they know how to do their jobs?
- Are there critical tasks not being performed due to a deficit in a skill(s) or time/workload constraints?

The needs assessment should identify problem areas and opportunities for the MIT. In order to do this MIT must know what its performance requirements are. The consultancy could find no evidence that strategic planning or performance requirements were a consideration of earlier ministers.

If past performance was judged on individual performance and not on the achievement of goals then the determination of past performance achievements was deficient. The past and current individual performance reporting system is flawed in the concept through no fault of the MIT, the Personnel Directorate, or the Development and Studies Directorate. The current evaluation system in effect at the MIT is one designed and managed through the Civil Service Bureau (CSB). The design of the CSB instruments do not follow current best practice models nor do they include performance standards agreed to by the employee and enforced by management and the CSB.

What would seem at first glance to be totally unrelated to any discussion on staff authorization and appropriateness, individual performance evaluation is regarded as being very significant to the staffing function given its impact on the ability to determine the appropriateness of the current staff skill base and as well as the development of staffing strategies or options to meet future staffing needs.

3.3 Reviewing the Human Resources Development Program (Training)

The Development and Studies Directorate has responsibility for MIT human resources training and career development. Included in its responsibilities is the need for it to plan, coordinate, and schedule staff training.

The information contained in **Annex J** implies there is a Master Training Plan (MTP) within the MIT that addresses the development of human resources skills and complementary abilities to meet present and future skill requirements (Fig 10). The consultancy was not prepared to determine what serves as a basis for employee selection and attendance at a training event. A Career Development Program or a annual review of department/directory job descriptions would facilitate the determination for the need and eliminate employee attendance on a perceived need or desired want.

Fig 10

Master Training Plan

- *How many employees are needed?*
- *What type of skills are needed?*
- *Can the skills come from inside the organization?*
- *Can people be trained to skill levels? How?*
- *What are the time scales?*

Given the absence of documentary evidence it is assumed that MIT management did not consider the benefits of their HRD solutions/needs and like most other organizations just "go and do it". If the MIT did not consider the implications of their HRD solutions/needs the consultancy recommends that the Development and Studies Directorate survey each department/directorate to determine needs based on the following questions:

- What learning needs to be accomplished?
- What changes in behavior and performance are expected?
- Will they (changes) be realized?
- What are the expected costs and benefits of any learning/HRD solution?

Based on this input the Development and Studies Directorate can realistically determine if the MIT is making wise investments in training and other development interventions and be assured it is laying the groundwork for appropriate staffing for the future.

One critical observation made during a previous consultancy and resurfacing during this one involves the current relationship between the Personnel Directorate and the Development and Studies Directorate. A systematic approach to human resources development is lacking in the MIT partially resulting from role ambiguities arising between the Personnel Directorate and the Development and Studies Directorate. Both directorates need re-engineering to determine if what they are doing can be done better.

The Personnel Directorate under the oversight of a Human Resources Manager should manage those activities universally regarded as functions and concerns of Human Resources Management (HRM) (Fig 11) that consist of staffing, performance evaluations, compensation, and employee relations, training records management, and oversight responsibility for department and directorate compliance with adopted HR policies and procedures.

Fig 11

HRM Concerns

- *Skill level of work force*
- *Managing change*
- *Quality of training*
- *Managing diversity*
- *Improving productivity*
- *Improving employee communications*

The Development and Studies Directorate should assume those functions generally associated with a Human Resources Development (HRD) Department and have as its primary focus training and workforce development ultimately with the objective of increasing productivity. The functions of the HRD include the development of the organization Master Training Plan, the assessment and evaluation of staff training assessments and events, contracting and technically assisting the presentation of training, and creating and maintaining a staff career development program.

3.4 Reviewing the current MIT Strategic Plan 2002-2006 testing it for realistic and obtainable objectives.

The MIT Center of Excellence is not an requisite project deemed compulsory by USAID for its continued support to the MIT. During an interview with His Excellency, Dr. Salah-Al-Bashir, the Minister of Industry and Trade, he made it quite apparent that regardless of what any body outside of the ministry thought about the subject of excellence he was insisting that excellence be the minimum standard applied to all departments, directories and their employees involved in the work

"..excellence will be the minimum standard applied to all departments directories, and their employees".

*His Excellency
Dr. Salah-Al-Bashir
Minister of Industry and*

of MIT.

The minister realizes that excellence is not something that comes to those who desire it. His Excellency regards the process of achieving excellence as one requiring a systematic approach. He sees the process involving the building of an organization that has as its focus quality operations, establishing practical and effective operations, researching best practices and drawing from it the technology and processes necessary to establish workable, efficient work systems, and that links all work activities and success indicators to the Strategic Plan.

Having heard the minister provide his philosophy on excellence, it was refreshing to refer to his Ministry's Strategic Plan and see a map, a written document, that expresses his commitment to the vision of establishing his ministry as a Center of Excellence. The MIT 2002-2006 Strategic Plan was reviewed by the consultants for realistic, attainable objectives and the plan as it is presented is both sound and doable with qualifications:

- The Ministry must evaluate and make modifications if necessary to all of its organizational coordinating mechanisms (informal communications processes, supervisory demands, work standardization processes, standardization of skills, and the standardization of performance monitoring [outputs to indicators]).
- The MIT must ensure that the objectives included in the strategic plan have measurable outputs and that sampling is accomplished periodically to assess direction and make course adjustments. In other words associating smaller goals /objectives/outputs along the way to assess progress toward the ultimate objective.

This consultancy had as one of its objectives to identify the MIT current human resources skill base and assess its capability to assist the ministry in the achievement of its objectives provided for in its strategic plan. As previously stated, without the benefit of job analysis/job demand data or a strategic human resources plan the only recourse for the consultancy was to assume that some earlier efforts at human resources strategic planning had been accomplished and that as a result of that effort the MIT is currently adequately staffed to meet the goals of the present.

When reviewing the work plans for each department/directory as they apply to the current MIT Strategic Plan it was noted by the Arabic speaking consultant that few departments or directories had included in their plans future HR requirements (**Annex B**). The annex contains the two departments (Personnel Affairs and Management Development and Studies) who should have had no problems forecasting and documenting their needs in that their whole operations concentrates on the Human Resources environment. Neither attempted to forecast human, financial, or material resources in their perspective work plans.

Assuming that no real HR planning has taken place the consultants make the following recommendations as they apply to the MIT Strategic Plan 2002-2006:

- The MIT must design strategies/methods/processes to meet the objectives. These processes must include preparation and presentation of facts, in this case the facts regarding human resources requirements, in proper perspective and that truly speak to the MIT's operational condition.
- The MIT must scientifically, through work analysis, identify what additional resources are needed, especially human resources (professional, technical, and service support), that allow for the implementation of the methods/processes/strategies.
- The MIT must review its current managerial staffing to ensure it possesses the directive ability and sense of responsibility demanded required by the strategic plan.
- The MIT must insist that each department plan work to a schedule, that each department exhibit an understanding of how their part of the strategic plan work is to be done, and that each department consider the capacities of both their technology and human resources when they schedule work.

3.5 Reviewing department/directorate work plans ensuring their indicators were keyed to the strategic objectives presented in the MIT Strategic Plan.

The Ministry has adopted a culture that stresses management by results. Having opted for an Management By Objectives (MBO) focus MIT management should develop mechanisms to analyze and link outputs to quality, allow for comparisons to be made with other departments/divisions, evaluate department/division fiscal/budgetary responsibility, reflect adherence to expectations and MIT values, rate social awareness and responsibility, and assess public relations successes or failures. Having agreed to the strategic vision and a number of objectives the MIT management should divided the work tasks of the strategic plan into department/directorate objectives.. Each department/directorate should be aware of what outcomes it is responsible for producing.

As previously mentioned, the managers should have developed mechanisms that would provide better organization and foster cooperation between their perspective departments/directorates while allowing them to work toward organizational objectives. The best device for ensuring better coordination amongst the departments/directorates and for work progress tracking is the annual operating/work plan (Fig 12).

The work plan is a schedule of events and responsibilities that details the actions to be taken by specific operations within the organization in order to accomplish the goals and objectives laid out in the strategic plan. The plan ensures everyone knows what needs to be done, coordinates their efforts when getting it done, and can keep close track of whether and how it got done.

The consultancy was only able to obtain three translated copies of a Directorate Work Plans (**Annex B**). The translated

Fig 12

Work Plan Development Includes:

- *Staff development and communications issues.*
- *Formalization of plan into daily activities.*
- *Operational goals and activities within context of SP.*
- *System for controlling process.*

copies of the Personnel Affairs Department and the Management Development & Studies Directorate reflect a total lack of understanding as to what is required of each director in terms of his or her drafting of a work plan. The plan should be totally supportive and provide performance indicators that are directly linked to the objectives of the MIT Strategic Plan, their work plans do not.

They do not reflect an appropriate level of detail nor do their structures coincide with the MIT Strategic Plan. There is no attempt to provide daily, weekly, or monthly activities to the meeting of Strategic Plan requirements. There are no indications that any systematic process was used to determine any material or financial requirements let alone human resources. Actually, the two work plans reflect no requirement needs whatsoever.

Mr. Amer Hadidi, Director of the Industrial Development Directorate (IDD), provided a copy of his copy work plan (**Also Annex B**) for the consultancy to review and make comments on.

The following are comments pertaining to the appropriateness of the IDD Annual Work Plan:

- The document contains an appropriate level of detail, although more is required to make it an effective planning document. However, compared to the others the information contained does have enough information to guide the IDD work but not so much to prove overwhelming, confusing, or unnecessary.
- The format is practical and does address the issue of progress reporting.
- The structure does coincide with the Strategic Plan 2002-2006 goal statements; that is the goals of the strategic plan are identical to those of the work plan; the objective statements for the strategic plan and the work plan are different as they should be.

The consultancy recommends that the draft work plan contained as part of Annex B be adopted in part or totally as the standard for work plans throughout the MIT.

4.0 Development Terms of Reference, a Strategic Human Resources Plan, and an Action Plan for the MIT.

The consultancy had, as part of the Scope of Work, tasks that included the development of Terms of Reference, a Strategic Human Resources Plan, and an Action Plan that would meet the Human Resources Management needs of the MIT and assist its transformation into a Center of Excellence. These documents are enclosed as **Annexes K, L, and M**. Annex M (MIT HR Action Plan) is not complete. A schedule, timescale, a communications plan and assignments of persons responsible for actions noted in the plan are not noted. These details must involve people from all affected departments and directorates as widely as possible in order to assess the plans viability. Adjustments and updates will naturally come from the components and the adjustments made before the plan can be considered as being concise.

A more thorough plan complete with work flows and other factors relevant to the plan should be included in the first MIT Human Resources Strategic Planning session coming as a result of this consultancy.

5.0 Conclusions and Additional Comments

- As with any major organizational change, and transforming an organization to a Center of Excellence is a major change, the steps for diagnosing the current situation and developing a careful plan to implement change is imperative. This consultancy attempted to provide technical advice as to the degree and types of HR planning that will be required if the MIT is ever to become a Center of Excellence.
- The process of change facing the MIT is not just one of strategies and plans; it is also about relationships and character. The largest challenge facing His Excellency and his senior staff is maintaining employee morale. The human resources targets during this change must include:
 - Employee assignment- Right numbers? Right place?
 - Employee competencies- Now available? Needed?
 - Employee behaviors- Now rewarded? Needed?
 - Employee motivation- Productivity; Retention; Attraction.
- In order for the MIT to realize the goal of transforming itself into a Center of Excellence, to create efficiencies, become more customer friendly, to improve quality of service, and staff the ministry with the best and brightest it must accept that the process is one of major change that will include restructuring, re-engineering, downsizing, and de-layering of the system that has been allowed to grow uncontrolled for years. This process could very well mean lost jobs, re-allocation of human resources, or layoffs. His Excellency and management staff must be able to analyze and understand the implications of the change and be prepared to defend these actions and make some very difficult decisions if the effort is ever going to prove successful.
- Any modifications to the existing MIT human resources system would have to be coordinated through the Jordanian Civil Service Bureau, which has responsibility for maintaining the National Civil Service Program to include regulatory compliance oversight over all agencies employing persons hired through the Civil Service System. The CSB has regulatory responsibility over the staffing, evaluations, and compensation of all ministry civil servants the majority of the employees within the MIT are civil servants.
- Any policy reform involves the participation of several stakeholders. Some of the changes that may occur as a result of this project could very well necessitate changes to existing rules and regulations in affect as part of the current Jordanian Civil Service Act. Therefore, it was suggested during the interviews with MIT management that a forum be convened that would include all current Human Resources Managers,

Personnel Directors, Human Resource Development Managers, and Development and Studies Managers within all of the GOJ Ministries. The purpose of the forum would be to air difficulties with the current CSB System and develop a consensus on what they, the professionals feel needs to be done to reform the system and make it more responsive to their needs and the needs of all employees. The output of the forum would be passed to each minister and used to enact changes to the system at the Parliamentary level.

Evidence to support the need for change at the CSB and now being the right time for a unified effort to be encouraged to direct change to the CSB System is included in **Annex O** of this report.

6.0 Next Steps

1. Develop a scope of work and plans for an overall assessment and modifications by human resources specialists for the MIT Human Resources Management System.
2. Coordinate with AMIR for technical assistance in conducting a workforce planning study.
3. Investigate the legality of the CSB authorizing a partial or total modification to the MIT Human Resources Management System.
4. Investigate the appropriateness and availability of commercial, off-the-shelf Human Resources Information System (HRIS) software for possible adoption by the MIT to facilitate the evolution of its Human Resources System one that is effectively responsive to strategic priorities.
5. Review and consider the recent efforts of Mr. Malcolm Peplow (HR Specialist-IESC) contracted to develop a HR System for IDD for possible implementation Ministry-wide in lieu of purchasing a commercial HRIS or custom designing a system for consideration for use by MIT.

Annex A

Scope of Work: Specific Tasks of the Consultant(s)

Activity Implement MIT Center of Excellence Program – Human Resources Assessment I
 SOW Title: MIT Center of Excellence Program – Human Resources Assessment I
 Modification Original
 SOW Date: Thursday, 28 March 2001
 SOW Draft
 Total LOE: 36
 Task and Consultant Name:

LOE/F/MIT Center of Excellence – Human Resources Assessment I

KD Ken Donaldson

LC Local Consultant

I. Specific Challenges Addressed by this Consultancy

The Government of Jordan, under King Abdullah II, has continued the open economic policies started by the late King Hussein, has accelerated Jordan's entry into the global economy, and has recently adopted a new, socio-economic plan which, among other things, espouses private-sector led economic development based on private investment. However, a great deal of work remains to be done to assist various important economic-oriented ministries to move beyond their traditional roles as regulators of industry and commerce, and adopt more proactive roles as facilitators of an enabling environment attractive to investors and enterprises, and as knowledge managers for better informing government and private sector decisions. These new roles need to be consistent with international best practices in excellence in government and accelerated economic development.

One of the most important ministries in this regard is the Ministry of Industry and Trade. While considerable work has been accomplished at that Ministry with respect to Jordan's WTO membership, e-government initiatives, and the streamlining of certain business-related procedures, significant re-engineering must be undertaken to enhance the overall quality of Ministry operations, as well as specific functions and processes in the Ministry. In particular, the Ministry needs to adopt a systematic approach for regular review and improvement that enables it to enhance the effectiveness, efficiency and impact of the Ministry in establishing and implementing economic, commercial, industrial and trade policies and regulations.

II. Objective

The objective of this consultancy is to assist senior Ministry of Industry staff in assessing the human resources skill base, HRD systems and procedures, and staffing needs for each department in the Ministry of Industry and Trade, in light of the Ministry's strategic plan and various recent changes in the economy and government. This assessment is one of the building blocks contributing to the Ministry's implementation of a Center of Excellence program. As a result of this initial assessment, the Minister of Industry and senior management will have a detailed and clear understanding of the current staffing and proposed human resources requirements for the Ministry of Industry and Trade, and what this means in terms of re-engineering and modernizing the Ministry.

III. Specific Tasks of the Consultant(s)

Under this Scope of Work, the Consultant(s) shall perform, but not be limited to, the tasks specified under the following categories:

A. Background Reading Related to Understanding the Work and Its Context

Consultant(s) shall read, but is/are not limited to, the following materials related to fully understanding the work specified under this consultancy:

- Consultant Ken Donaldson and Local Consultant
- 1. *Ministry of Industry and Trade Strategy Assessment*, Final Report, AMIR Program, January 2002
- 2. *Memorandum of Understanding between the Ministry of Industry and Trade and the AMIR Program*, dated March 24, 2002
- 3. *Accelerating the National Social and Economic Transformation in Jordan : A Proposed Integrated Solution*, draft socio-economic plan of the Government of Jordan, November 2001
- 4. *Strategic Plan 2002-2006*, Ministry of Industry and Trade, Final Version, December 2001
- 5. *Ministry of Industry and Trade Achievements, in accordance with the Strategic Plan Framework for the Year 2001*, Management Development and Studies Directorate, MIT
- 6. *Trade and Investment Information Systems in Jordan*, Final Report, AMIR Program, June 2001
- 7. *Implementation Plan for Ministry of Post and Communications Strategy, Recruitment II, Phase 3*, Draft Report, AMIR Program, December 2001
- 8. Other assessments of MIT commissioned by the JUSBP
- 9. Other reading materials as may be identified

B. Background Interviews Related to Understanding the Work and Its

The Consultant(s) shall interview, but is/are not limited to, the following individuals or groups of individuals in order to fully understand the work specified under this consultancy:

- Consultant Ken Donaldson and Local Consultant
- 1. Minister of Industry and Trade
- 2. Secretary General of the Ministry of Industry and Trade (MIT)
- 3. MIT Directors of the various technical and administrative Directorates
- 4. Officials of USAID's Office of Economic Opportunity
- 5. Senior management of the AMIR Program
- 6. Other key private sector and government leaders as may be identified

C. Tasks Related to Achieving the Consultancy's Objectives.

The Consultant(s) shall use his/her education, considerable experience, and additional understanding gleaned from the tasks specified in A. and B. above

- Consultant Ken Donaldson and Local Consultant
- In close collaboration with the Minister of Industry & Trade and other senior management of that

Ministry as the Minister may identify:

- Interview the Minister, Secretary General and senior management of the Ministry who have been involved in the development of the Ministry's Strategic Plan, as well as with other recent changes in the investment and trade promotion functions and organizations in Jordan, to assess their views of MIT's human resource skill base, human resources development policies and procedures, and anticipated staffing needs for the future.
- Interview the Directors of all the Directorates, divisions and sub-divisions within the Ministry to assess current and proposed staffing requirements of all departments within the Ministry
- Identify MIT's current human resource skills base according to the MIT's strategic plan and organizational structure and departmental functions. Identify areas of possible redundant or surplus staff.
- Propose Human Resources Development Plan for MIT, including objectives and general policies, and position descriptions for key staff in each department,
- Prepare terms of reference and an action plan for follow-up efforts to assist the MIT in implementing the Human Resources Development Plan.

IV. Time frame for the Consultancy.

Unless otherwise specified, the following time frame will govern the timing for the completion of this consultancy:

	Start	LOE	To Post	From Post	Field Work	3rd Country	U.S.A.
Ken Donaldson	14 Apr 02	18	0 day	0 day	18 days	0 days	0 days
Local Consultant	14 Apr 02	18	0 day	0 day	18 days	0 days	0 days

V. LOE for the Consultancy.

This consultancy will require the effort of the following consultants:

<u>Consultant Name</u>	<u>Travel</u>	<u>Field</u>	<u>U.S.</u>	<u>3rd</u>	<u>Total</u>
Ken Donaldson	0	18	0	0	18
Local Consultant	0	18	0	0	18
<i>Subtotal</i>	0	18	0	0	36

VI. Consultancy Qualifications

The Consultant(s) shall have the following minimum requirements:

• Consultant Ken Donaldson

Phase 1

1. Educational Qualifications

- Master's degree in business administration, public administration, organizational development or a related field.

2. Work Experience Qualifications

- Ten years of experience working with government institutions to enhance their effectiveness and efficiency in establishing and implementing economic, commercial, industrial and trade policies and regulatory functions.

• Consultant Local

Phase 1***1. Educational Qualifications***

- Bachelor's degree in business administration, public administration, organizational development or related field.

2. Work Experience Qualifications

- 4 years of experience working with government institutions to enhance their effectiveness and efficiency in establishing and implementing economic, commercial, industrial and trade policies and regulatory functions
- Excellent spoken and written Arabic and English; strong ability to translate Arabic documents into English

Implement MIT Center of Excellence Program-Human Resources Assessment Final Report

IDD Work Plan 02-06																		
Directorate																		
Activities	Details	Responsibility	Time Frame for Implementation												Required Inputs			
		1	2	3	4	5	6	7	8	9	10	11	12	Kind of resources	Available	Shortage		
Main (A) : Define the problems of Industrial		Sectoral Technical and Environmental Affairs Division													Human	6	1	
																Financial	0	0
Sub Activity (1)	Prepare Industrial Studies															Training	0	0
Aub Activity (2)	Work on the Exemption from																	
	Production Inputs														Equipments		2 Printers	
Main (B): Apply TQM Sytem and Follow-up		Review and Administrative Control Division													Human	4	1	
Sub Activity (1)	Document the mail and distribute to all divisions															Financial	0	0
Sub Activity (2)	Provide reports to Management about the performance of TQM System and development of Quality Policy														Training	0	0	
															Equipments		PC & Printer	

Implement MIT Center of Excellence Program-Human Resources Assessment Final Report

IDD Work Plan 02-06																		
Directorate																		
Activities	Details	Responsibility	Time Frame for Implementation												Required Inputs			
		1	2	3	4	5	6	7	8	9	10	11	12	Kind of resources	Available	Shortage		
Main (A) : Define the problems of Industrial		Sectoral Technical and Environmental Affairs Division													Human	6	1	
																Financial	0	0
Sub Activity (1)	Prepare Industrial Studies															Training	0	0
Aub Activity (2)	Work on the Exemption from Production Inputs															Equipments		2 Printers
Main (B): Apply TQM Sytem and Follow-up		Review and Administrative Control Division													Human	4	1	
Sub Activity (1)	Document the mail and distribute to all divisions															Financial	0	0
Sub Activity (2)	Provide reports to Management about the performance of TQM System and development of Quality Policy														Training	0	0	
															Equipments		PC & Printer	

Annex D MIT - Staffing Profile as of June 2002 (by Directorates)		
Directorate	Job Title	Number
Zarqa Industry & Trade	Manager	1
Zarqa Industry & Trade	Asst. Manager	1
Zarqa Industry & Trade	Quality Controller	8
Zarqa Industry & Trade	Personal Clerk	1
Zarqa Industry & Trade	Cashier	3
Zarqa Industry & Trade	Division Head	5
Zarqa Industry & Trade	Clerk	5
Zarqa Industry & Trade	Auditor	2
Zarqa Industry & Trade	Accountant	2
Zarqa Industry & Trade	Supply Clerk	1
Zarqa Industry & Trade	Data Entry	1
Zarqa Industry & Trade	Controller	2
Zarqa Industry & Trade	Typist	1
Zarqa Industry & Trade	Store Keeper	2
Zarqa Industry & Trade	Operator	1
Zarqa Industry & Trade	Driver	5
Zarqa Industry & Trade	Messenger	4
Zarqa Industry & Trade	Guard	1
Tafelah Industry & Trade	Manager	1
Tafelah Industry & Trade	Asst. Manager	2
Tafelah Industry & Trade	Division Head	5
Tafelah Industry & Trade	Markets Controller	1
Tafelah Industry & Trade	Clerk	1
Tafelah Industry & Trade	Center Officer	1
Tafelah Industry & Trade	Cashier	6
Tafelah Industry & Trade	Section Head	1
Tafelah Industry & Trade	Clerk	1
Tafelah Industry & Trade	Archieving Clerk	1
Tafelah Industry & Trade	Auditor	2
Tafelah Industry & Trade	Accountant	2
Tafelah Industry & Trade	Frieght Officer	2
Tafelah Industry & Trade	Supply Clerk	1
Tafelah Industry & Trade	Prices Controller	4
Tafelah Industry & Trade	Typist	1
Tafelah Industry & Trade	Store Keeper	6
Tafelah Industry & Trade	Operator	1
Tafelah Industry & Trade	Driver	4
Tafelah Industry & Trade	Worker	1
Tafelah Industry & Trade	Messenger	1
Tafelah Industry & Trade	Guard	5
Al Mafrq Industry & Trade	Manager	1
Al Mafrq Industry & Trade	Asst. Manager	1
Al Mafrq Industry & Trade	Division Head	4
Al Mafrq Industry & Trade	Markets Controller	5
Al Mafrq Industry & Trade	Clerk	1
Al Mafrq Industry & Trade	Store Keeper	7
Al Mafrq Industry & Trade	Personal Clerk	1
Al Mafrq Industry & Trade	Cashier	6
Al Mafrq Industry & Trade	Section Head	1

Al Mafrq Industry & Trade	Clerk	2
Al Mafrq Industry & Trade	Auditor	1
Al Mafrq Industry & Trade	Inspector	2
Al Mafrq Industry & Trade	Accountant	5
Al Mafrq Industry & Trade	Typist	1
Al Mafrq Industry & Trade	Technician	2
Al Mafrq Industry & Trade	Operator	1
Al Mafrq Industry & Trade	Driver	3
Al Mafrq Industry & Trade	Worker	1
Al Mafrq Industry & Trade	Messenger	1
Al Mafrq Industry & Trade	Guard	9
Al Balqa Industry & Trade	Manager	1
Al Balqa Industry & Trade	Asst. Manager	1
Al Balqa Industry & Trade	Division Head	9
Al Balqa Industry & Trade	Cashier	14
Al Balqa Industry & Trade	Section Head	1
Al Balqa Industry & Trade	Office manager	1
Al Balqa Industry & Trade	Center Officer	1
Al Balqa Industry & Trade	Administrator	2
Al Balqa Industry & Trade	Clerk	5
Al Balqa Industry & Trade	Auditor	6
Al Balqa Industry & Trade	Archieving Clerk	1
Al Balqa Industry & Trade	Supply Clerk	1
Al Balqa Industry & Trade	Data Entry	2
Al Balqa Industry & Trade	Markets Controller	18
Al Balqa Industry & Trade	Store Keeper	9
Al Balqa Industry & Trade	Typist	1
Al Balqa Industry & Trade	Driver	4
Al Balqa Industry & Trade	Worker	1
Al Balqa Industry & Trade	Messenger	4
Al Balqa Industry & Trade	Guard	9
Irbid Industry & Trade	Manager	1
Irbid Industry & Trade	Asst. Manager	2
Irbid Industry & Trade	Unit Head	1
Irbid Industry & Trade	Markets Controller	22
Irbid Industry & Trade	Store Keeper	1
Irbid Industry & Trade	Cashier	4
Irbid Industry & Trade	Office manager	2
Irbid Industry & Trade	Division Head	9
Irbid Industry & Trade	Engineer	1
Irbid Industry & Trade	Researcher	1
Irbid Industry & Trade	Clerk	9
Irbid Industry & Trade	Inspector	1
Irbid Industry & Trade	Auditor	4
Irbid Industry & Trade	Asst. Auditor	2
Irbid Industry & Trade	Accountant	10
Irbid Industry & Trade	Data Entry	2
Irbid Industry & Trade	Mills Controller	2
Irbid Industry & Trade	Typist	4
Irbid Industry & Trade	Store Keeper	10
Irbid Industry & Trade	Operator	2
Irbid Industry & Trade	Driver	6
Irbid Industry & Trade	Worker	5
Irbid Industry & Trade	Messenger	7
Irbid Industry & Trade	Guard	2

Irbid Industry & Trade	Technician	1
Karak Industry & Trade	Manager	1
Karak Industry & Trade	Asst. Manager	2
Karak Industry & Trade	Markets Controller	3
Karak Industry & Trade	Clerk	2
Karak Industry & Trade	Cashier	5
Karak Industry & Trade	Asst. Division Head	1
Karak Industry & Trade	Division Head	4
Karak Industry & Trade	Section Head	1
Karak Industry & Trade	Store Keeper	11
Karak Industry & Trade	Controller	1
Karak Industry & Trade	Driver	3
Karak Industry & Trade	Worker	9
Karak Industry & Trade	Messenger	3
Karak Industry & Trade	Guard	5
Karak Industry & Trade	Data Entry	1
Karak Industry & Trade	Center Officer	1
Karak Industry & Trade	Auditor	6
Karak Industry & Trade	Accountant	6
Karak Industry & Trade	Typist	3
Aqaba Industry & Trade	Manager	1
Aqaba Industry & Trade	Division Head	4
Aqaba Industry & Trade	Asst. Division Head	1
Aqaba Industry & Trade	Division Head	1
Aqaba Industry & Trade	Accountant	1
Aqaba Industry & Trade	Clerk	2
Aqaba Industry & Trade	Engineer	1
Aqaba Industry & Trade	Shipping Clerk	2
Aqaba Industry & Trade	Store Keeper	5
Aqaba Industry & Trade	Section Head	1
Aqaba Industry & Trade	Prices Controller	3
Aqaba Industry & Trade	Financial Auditor	2
Aqaba Industry & Trade	Slaughter Controller	2
Aqaba Industry & Trade	Supply Clerk	2
Aqaba Industry & Trade	Mills Controller	1
Aqaba Industry & Trade	Cashier	1
Aqaba Industry & Trade	Operator	1
Aqaba Industry & Trade	Attendance Clerk	1
Aqaba Industry & Trade	Guard	3
Aqaba Industry & Trade	Driver	3
Aqaba Industry & Trade	Typist	1
Madba Industry & Trade	Manager	1
Madba Industry & Trade	Asst. Manager	1
Madba Industry & Trade	Division Head	4
Madba Industry & Trade	Asst. Division Head	1
Madba Industry & Trade	Markets Controller	4
Madba Industry & Trade	Clerk	5
Madba Industry & Trade	Frieght Officer	2
Madba Industry & Trade	Accountant	5
Madba Industry & Trade	Auditor	3
Madba Industry & Trade	Supply Clerk	1
Madba Industry & Trade	Personal Clerk	1
Madba Industry & Trade	Store Keeper	2
Madba Industry & Trade	Driver	2
Madba Industry & Trade	Worker	2

Madba Industry & Trade	Guard	7
Ma'an Industry & Trade	Manager	1
Ma'an Industry & Trade	Asst. Manager	1
Ma'an Industry & Trade	Markets Controller	4
Ma'an Industry & Trade	Cashier	5
Ma'an Industry & Trade	Division Head	4
Ma'an Industry & Trade	Section Head	1
Ma'an Industry & Trade	Clerk	1
Ma'an Industry & Trade	Auditor	1
Ma'an Industry & Trade	Accountant	2
Ma'an Industry & Trade	Frieght Officer	1
Ma'an Industry & Trade	Supply Clerk	1
Ma'an Industry & Trade	Typist	1
Ma'an Industry & Trade	Operator	1
Ma'an Industry & Trade	Driver	1
Ma'an Industry & Trade	Worker	3
Ma'an Industry & Trade	Guard	3
Ma'an Industry & Trade	Messenger	1
Ma'an Industry & Trade	Store Keeper	8
Ajloun Industry & Trade	Manager	1
Ajloun Industry & Trade	Asst. Manager	1
Ajloun Industry & Trade	Division Head	5
Ajloun Industry & Trade	Markets Controller	4
Ajloun Industry & Trade	Store Keeper	1
Ajloun Industry & Trade	Supply Clerk	1
Ajloun Industry & Trade	Cashier	6
Ajloun Industry & Trade	Section Head	1
Ajloun Industry & Trade	Clerk	2
Ajloun Industry & Trade	Auditor	1
Ajloun Industry & Trade	Frieght Officer	1
Ajloun Industry & Trade	Receptionist	1
Ajloun Industry & Trade	Driver	3
Ajloun Industry & Trade	Worker	1
Ajloun Industry & Trade	Messenger	1
Ajloun Industry & Trade	Guard	5
Ajloun Industry & Trade	Attendance Clerk	1
Ajloun Industry & Trade	Mills Controller	1
Ajloun Industry & Trade	Technician	1
Jarash Industry & Trade	Manager	1
Jarash Industry & Trade	Asst. Manager	1
Jarash Industry & Trade	Division Head	5
Jarash Industry & Trade	Cashier	3
Jarash Industry & Trade	Markets Controller	5
Jarash Industry & Trade	Section Head	1
Jarash Industry & Trade	Supply Clerk	2
Jarash Industry & Trade	Clerk	2
Jarash Industry & Trade	Technician	1
Jarash Industry & Trade	Auditor	3
Jarash Industry & Trade	Data Entry	2
Jarash Industry & Trade	Store Keeper	2
Jarash Industry & Trade	Operator	1
Jarash Industry & Trade	Frieght Officer	2
Jarash Industry & Trade	Driver	1
Jarash Industry & Trade	Worker	1
Jarash Industry & Trade	Guard	2

Jarash Industry & Trade	Accountant	2
Total Number		616

Annex E MIT Staffing Profile Summary as of June 2002			
Job Title	Number of Employees in		Total
	Departments	Directorates	
Accountant	41	35	76
Acting Division Head	2		2
Administrator	11	2	13
Advisor	3		3
Archiving Clerk	4	2	6
Archiving Head	2		2
Assistant Accountant	6		6
Assistant Auditor	7	2	9
Assistant Advisor	1		1
Assistant Division Head	6	3	9
Assistant Manager	12	13	25
Assistant Programmer	3		3
Assistant Researcher	7		7
Assistant Secretary General	1		1
Attendance Clerk	5	2	7
Audit Clerk	6		6
Auditor	45	29	74
Cashier	8	53	61
Center Officer	2	3	5
Clerk	22	38	60
Controller	1	3	4
Data Entry	21	8	29
Deputy Manager	1		1
Division Head	72	59	131
Driver	28	35	63
Economic Advisor	4		4
Economic Researcher	7		7
Engineer	5	2	7
Engineer/Chemical	3		3
Engineer/Electrical	2		2
Engineer/Industrial	6		6
Engineer/Mechanical	2		2
Equipment Technician	1		1
Financial Analyst	1		1
Financial Auditor	7	2	9
Freight Officer		8	8
Guarantee Clerk	10		10
Guard	9	51	60
Inspector	10	3	13
IT Specialist	1		1
Legal Clerk	5		5
Librarian	1		1
Manager	15	11	26
Markets Controller	10	66	76
Mechanical Technician	1		1
Messenger	25	22	47
Mills Controller	11	4	15
Officer Manager	2	3	5
Operator	8	8	16
Personal Clerk	3	3	6
Photocopying Technician	1		1

Prices Controller	12	7	19
Prices Inspector	1		1
Procurement Officer	1		1
Programmer	12		12
Quality Controller	12	8	20
Quality Inspector	10		10
Receptionist	1	1	2
Researcher	12	1	13
Secretary	6		6
Secretary General	1		1
Section Head	17	8	25
Shipping Clerk		2	2
Slaughter Controller		2	2
Store Keeper	17	64	81
Supply Clerk	1	10	11
System Analyst	3		3
Technician	8	5	13
Typist	12	13	25
Unit Head	1	1	2
Worker	5	24	29
TOTAL			1215

Annex F MIT Knowledge/Education Specifications as of June 2002

Department	Scholastic Level	No	Required Degree	No
Office of The Minister	Bacholar	1		
Office of The Minister	Diploma	1		
Office of The Secretary General	Bacholar	2		
Office of The Secretary General	Secondary School	1		
Office of The Secretary General	Below Secondary School	1		
Office of Asst. Secretary General	Master	1		
Office of Asst. Secretary General	High Diploma	1		
Office of Asst. Secretary General	Bacholar	4		
Office of Asst. Secretary General	Diploma	1		
Economic Advisor	Philosophy of Doctorate	1		
Economic Advisor	Master	4		
Economic Advisor	High Diploma	1		
Economic Advisor	Bacholar	4		
Scretaria of Tender Committee	Bacholar	3		
Administrative Affrais	Bacholar	5		
Administrative Affrais	Diploma	9		
Administrative Affrais	Secondary School	10		
Administrative Affrais	Below Secondary School	77		
Internal Control	Bacholar	11	BA Accting	6
Internal Control	Diploma	8		
Internal Control	Secondary School	7		
Internal Control	Below Secondary School	1		
Protection of Industria Royalty	Philosophy of Doctorate	1		
Protection of Industria Royalty	Master	5		
Protection of Industria Royalty	Bacholar	10	BS Ind Eng	2
Protection of Industria Royalty			BS Mech Eng	1
Protection of Industria Royalty			BS Chem Eng	1
Protection of Industria Royalty			BS Pharmacy	1
Protection of Industria Royalty			BA Law	9
Protection of Industria Royalty	Diploma	8	Diploma Comp Sc	7
Protection of Industria Royalty			Diploma Prog	1
Protection of Industria Royalty			Diploma Secretaria	5
Protection of Industria Royalty	Secondary School	4	Secondary School	4
Control of Companies	Philosophy of Doctorate	1		
Control of Companies	Master	1	MA Law	
Control of Companies	Bacholar	34	BA Accting	10
Control of Companies			BA Mgt	12
Control of Companies			BS I T	2
Control of Companies	Secondary School	11		
Control of Companies	Below Secondary School	10		
Commerce	Bacholar	7	BA Commerce	1
Commerce	Diploma	4	Diploma Commerce	1
Commerce			Diploma Comp Sc	3
Commerce	Secondary School	3		
Quality & Markets Conntrol	Philosophy of Doctorate	1		
Quality & Markets Conntrol	Master	1		
Quality & Markets Conntrol	High Diploma	1		
Quality & Markets Conntrol	Bacholar	20	BS Ag Eng	3
Quality & Markets Conntrol	Secondary School	20		
Quality & Markets Conntrol	Below Secondary School	29		
Personnel Affairs	Bacholar	4	BA Acct	1
Personnel Affairs			BA Mgt	4

Personnel Affairs	Diploma	8	Diploma Mgt	4
Personnel Affairs	Secondary School	8		
Personnel Affairs	Below Secondary School	5	Below Secondary	1
Management Development & Training	Master	2		
Management Development & Training	Bachelor	10	BS Econ	3
Management Development & Training			BS Statistics	2
Management Development & Training			BA Bus Admin	2
Management Development & Training	Secondary School	1		
Protection of National Production	Philosophy of Doctorate	1		
Protection of National Production	Master	1	MA Law	3
Protection of National Production			MS Econ	4
Protection of National Production			MS Cost Acct	1
Protection of National Production			MS Ind Eng	2
Protection of National Production			MA Bus Admin	2
Protection of National Production	High Diploma	1		
Protection of National Production	Bachelor	6		
Financial Affairs & Comm Account	Bachelor	16	BS Programming	1
Financial Affairs & Comm Account			BA Engl Lit	1
Financial Affairs & Comm Account	Diploma	24		
Financial Affairs & Comm Account	Secondary School	21		
Financial Affairs & Comm Account	Below Secondary School	4		
Information Technology	Bachelor	17	BS Comp Sc	1
Information Technology			BS Comp Sc	1
Information Technology			BS Comp Eng	1
Information Technology			BS Comp Prog	2
Information Technology	Diploma	10	Diploma Comp Maint	2
Information Technology			Diploma Comp NWS	2
Information Technology	Secondary School	3		
Information Technology	Below Secondary School	1		
Commercial Policies	Master	4	MA Law	1
Commercial Policies	Bachelor	6	BA Law	1
Commercial Policies			BS Econ	1
Commercial Policies			BA Commerce	1
Commercial Policies			BS Econ	
Commercial Policies			BS Communications	1
Commercial Policies	Secondary School	1		
Economic Affairs	Master	3		
Economic Affairs	Bachelor	7	BS Econ	3
Economic Affairs	Diploma	1	Diploma Data Entry	1
Economic Affairs	Secondary School	1		
Economic Affairs	Below Secondary School	1		
Economic Studies	Master	1		
Economic Studies	Bachelor	2		
Legal Affairs	Bachelor	9	BA Law	6
Legal Affairs			BA Law	2
Legal Affairs	Diploma	1		
Legal Affairs	Secondary School	1		
Industrial Development	Philosophy of Doctorate	3		
Industrial Development	Master	2		
Industrial Development	Bachelor	20	BA Accounting	2
Industrial Development			BS Chem Eng	2
Industrial Development			BS Ind Eng	2
Industrial Development			BS Economics	1
Industrial Development			BA Bus Admin	2
Industrial Development	Diploma	2		

Industrial Development	Secondary School	3		
Inventory Management	Philosophy of Doctorate	1		
Inventory Management	Bachelor	6	BA Bus Admin	4
Inventory Management			BA Acct	2
Inventory Management	Diploma	7		
Inventory Management	Secondary School	19	Secondary School	10
Inventory Management	Below Secondary School	10		

Annex G MIT Knowledge/Education Specifications as of June 2002

Directorate	Scholastic Level	No	Required Degree	No
Zarqa Industry & Trade	Bacholar	9	BA Mgt	5
Zarqa Industry & Trade			BA Acct	6
Zarqa Industry & Trade			BS Econ	2
Zarqa Industry & Trade	Diploma	12	Diploma Mgt	13
Zarqa Industry & Trade			Diploma Mech Eng	1
Zarqa Industry & Trade			Diploma Elec Eng	1
Zarqa Industry & Trade	Secondary School	11	Secondary School	3
Zarqa Industry & Trade	Below Secondary School	14	Below Secondary	14
Tafelah Industry & Trade	Bacholar	5	BS Comp Sc	2
Tafelah Industry & Trade			BA Mgt	2
Tafelah Industry & Trade			BS Food Industries	1
Tafelah Industry & Trade			BA Journalism	1
Tafelah Industry & Trade			BS Econ	1
Tafelah Industry & Trade			BS Statistics	1
Tafelah Industry & Trade	Diploma	2	Diploma Accounting	4
Tafelah Industry & Trade			Diploma Gen Health	1
Tafelah Industry & Trade	Secondary School	19	Secondary School	5
Tafelah Industry & Trade	Below Secondary School	25		
Al Mafrq Industry & Trade	Master	1		
Al Mafrq Industry & Trade	High Diploma	1		
Al Mafrq Industry & Trade	Bacholar	4	BS Agr	2
Al Mafrq Industry & Trade			BA Acct	1
Al Mafrq Industry & Trade			BA English Literature	1
Al Mafrq Industry & Trade			BA Law	1
Al Mafrq Industry & Trade	Diploma	7	Diploma Nutrition	6
Al Mafrq Industry & Trade	Secondary School	18	Secondary School	4
Al Mafrq Industry & Trade	Below Secondary School	30	Below Secondary	10
Al Balqa Industry & Trade	Bacholar	11	BS Agriculture	2
Al Balqa Industry & Trade	Diploma	17	Diploma Computer	2
Al Balqa Industry & Trade	Secondary School	31	Secondary School	12
Al Balqa Industry & Trade	Below Secondary School	41		
Irbid Industry & Trade	Master	3		
Irbid Industry & Trade	Bacholar	30	BA Acct	1
Irbid Industry & Trade	Diploma	15	Diploma Computer	2
Irbid Industry & Trade	Secondary School	37		
Irbid Industry & Trade	Below Secondary School	36		
Karak Industry & Trade	Bacholar	12		
Karak Industry & Trade	Diploma	9		
Karak Industry & Trade	Secondary School	38		
Karak Industry & Trade	Below Secondary School	27		
Aqaba Industry & Trade	Bacholar	3	BS Agr	2
Aqaba Industry & Trade			BA Acct	1
Aqaba Industry & Trade			BS Statistics	1
Aqaba Industry & Trade			BA Law	2
Aqaba Industry & Trade	Diploma	7	Diploma Acct	7
Aqaba Industry & Trade			Diploma Secretarial	1
Aqaba Industry & Trade			Diploma Mgt	1
Aqaba Industry & Trade			Diploma Programming	5
Aqaba Industry & Trade	Secondary School	10	Secondary School	1
Aqaba Industry & Trade	Below Secondary School	20	Below Secondary	9
Madba Industry & Trade	Bacholar	4	BS Comp Sc	1
Madba Industry & Trade			BS Agr	2

Madba Industry & Trade	Diploma	4		
Madba Industry & Trade	Secondary School	17	Secondary School	4
Madba Industry & Trade	Below Secondary School	19		
Ma'an Industry & Trade	Bachelor	2	BA Mgt	1
Ma'an Industry & Trade	Diploma	8	Diploma Acct	5
Ma'an Industry & Trade			Diploma Mgt	4
Ma'an Industry & Trade	Secondary School	14	Secondary School	2
Ma'an Industry & Trade	Below Secondary School	16	Below Secondary	1
Ajloun Industry & Trade	Bachelor	6	BS Econ	1
Ajloun Industry & Trade			BS Agr	2
Ajloun Industry & Trade	Diploma	7	Diploma Computer	2
Ajloun Industry & Trade			Diploma Mgt	7
Ajloun Industry & Trade			Diploma Acct	2
Ajloun Industry & Trade	Secondary School	8	Secondary School	5
Ajloun Industry & Trade	Below Secondary School	18		
Jarash Industry & Trade	Bachelor	4	BS Agr	3
Jarash Industry & Trade	Diploma	11	Diploma Acct	1
Jarash Industry & Trade			Diploma Computer	2
Jarash Industry & Trade	Secondary School	11	Secondary School	3
Jarash Industry & Trade	Below Secondary School	12		

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Annex H MIT Competencies/Skills Specifications as of June 2002			
Department	Job Title	Skills Acquired	Skills Required
Office of The Minister	Office Manager	-	-
Office of The Minister	Secretary	-	-
Office of The Secretary General	Secretary General	-	-
Office of The Secretary General	Office Manager	English Language	Middle Management
Office of The Secretary General	Office Manager	Microsoft	
Office of The Secretary General	Secretary	English Language	Middle Management
Office of The Secretary General	Secretary	Microsoft	
Office of The Secretary General	Data Entry	English Language	Office Management
Office of The Secretary General	Data Entry	Microsoft	
Office of Asst. Secretary General	Asst. Secretary General	Top Management	E-Government
Office of Asst. Secretary General	Asst. Secretary General	Microsoft	E-Commerce
Office of Asst. Secretary General	Asst. Secretary General	Tenders Procedures	
Office of Asst. Secretary General	Inspector	Basic Management	E-Government
Office of Asst. Secretary General	Inspector	Top Management	E-Commerce
Office of Asst. Secretary General	Inspector	English Language	Negotiation Skills
Office of Asst. Secretary General	Inspector	Microsoft	
Office of Asst. Secretary General	Inspector	Drafting Contracts and Agree	
Office of Asst. Secretary General	Typist	-	Microsoft
Economic Advisors	Advisor	Management Information System	E-Government
Economic Advisors	Advisor	Financial Analysis	E-Commerce
Economic Advisors	Advisor	Reform on Mid Term Level	
Economic Advisors	Advisor	Top Management	
Economic Advisors	Advisor	Microsoft	
Economic Advisors	Advisor	English Language	
Economic Advisors	Section Head	Oils, Metal Fats, and Vehicle PM	E-Government
Economic Advisors	Section Head	Computer managing maint processes	E-Commerce
Economic Advisors	Section Head	Computer in project management	
Economic Advisors	Economic Advisor	Microsoft	E-Government
Economic Advisors	Economic Advisor	English Language	E-Commerce
Economic Advisors	Economic Advisor	Management Information System	

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Economic Advisors	Economic Advisor	Financial Analysis	
Secretariat of Tenders Committee	Secretary	French Language	Middle Management
Secretariat of Tenders Committee	Secretary	Insurance	E-Commerce
Secretariat of Tenders Committee	Secretary	Letter of Credit	Adv Ltr of Credit
Secretariat of Tenders Committee	Secretary		Shipping and Ins
Secretariat of Tenders Committee	Secretary		Commercial Corres
Secretariat of Tenders Committee	Secretary		International Trade
Secretariat of Tenders Committee	Procurement Officer	Procurement Management	Dealing with Others
Secretariat of Tenders Committee	Procurement Officer	Microsoft	Ltr of Credit, Shipping and Ins
Secretariat of Tenders Committee	Store Keeper	Tenders Procedures	Dealing with Others
Secretariat of Tenders Committee	Store Keeper		Letter of Credit, Shipping and Insurance
Administrative Affairs	Manager	Microsoft	HR Planning & Development
Administrative Affairs	Manager	English Language	
Administrative Affairs	Manager	Top Management	
Administrative Affairs	Asst. Manager	Personnel Management	Top Management
Administrative Affairs	Asst. Manager	Microsoft	
Administrative Affairs	Asst. Manager	English Language	
Administrative Affairs	Asst. Manager	Estimated Budgets	
Administrative Affairs	Asst. Manager	Pension Procedures	
Administrative Affairs	Archieving Head	Oils, Metal Fats, and Vehicle PM	Middle Management
Administrative Affairs	Archieving Head	Computer managing maint processes	Office Management
Administrative Affairs	Archieving Head	Computer in Project Management	
Administrative Affairs	Division Head	Basic Management	Middle Management
Administrative Affairs	Division Head	Public Relations	
Administrative Affairs	Division Head	Microsoft	
Administrative Affairs	Division Head	English Language	
Administrative Affairs	Section Head	Microsoft	Archieving
Administrative Affairs	Section Head	English Language	Communication Skills
Administrative Affairs	Asst.Division Head	Microsoft	Middle Management
Administrative Affairs	Asst. Division Head	English Language	Office Management
Administrative Affairs	Store Keeper		Stores Management
Administrative Affairs	Operator		Communication Skills
Administrative Affairs	Driver	-	-
Administrative Affairs	Typist	Microsoft	Windows
Administrative Affairs	Technician	General Maintenance	Heating&Cooling maintenance
Administrative Affairs	Clerk	Microsoft	General Management

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Administrative Affairs	Equipment technician	-	PC maintenance.
Administrative Affairs	Store Keeper	Microsoft	-
Administrative Affairs	Cashier	Microsoft	-
Administrative Affairs	Worker	-	-
Administrative Affairs	Photocopying clerk	Preventive maintenance of copiers	Advanced maintenace
Administrative Affairs	Mechanical Technician	Machines maintenance	Advanced maintenace
Administrative Affairs	Mechanical Technician	English Language	
Administrative Affairs	Librarian	Microsoft	Middle Management
Administrative Affairs	Librarian	English Language	
Administrative Affairs	Librarian	Library documentation	
Administrative Affairs	Librarian	Filing of information	
Administrative Affairs	Messenger	-	-
Administrative Affairs	Guard	-	-
Internal Control	Manager	Microsoft	Top Management
Internal Control	Manager	English Language	
Internal Control	Asst. Manager	Microsoft	Advanced Auditing
Internal Control	Asst. Manager	Techniques of Internal Audit	
Internal Control	Division Head	Supervisory Skills	Advanced Auditing
Internal Control	Division Head	Personnel Management	
Internal Control	Division Head	Microsoft	
Internal Control	Auditor	Microsoft	Financial & Administrative Audit
Internal Control	Auditor	English Language	
Internal Control	Auditor	Accounting Procedures	
Internal Control	Auditor	Dealing with Others	
Internal Control	Section Head	English Language	Advanced Auditing
Internal Control	Section Head	Microsoft	
Internal Control	Section Head	Managerial Skills	
Internal Control	Section Head	Internal Audit in gov institutions	
Internal Control	Asst. Auditor	Microsoft	Auditing & Control
Internal Control	Asst. Auditor	English Language	
Internal Control	Financial Auditor	Microsoft	Auditing & Control
Internal Control	Financial Auditor	English Language	
Internal Control	Financial Auditor	Procurement Procedures	
Protection of Industrial Royalty	Manager	Commercial Policies	E-Government
Protection of Industrial Royalty	Manager		E-Commerce
Protection of Industrial Royalty	Asst. Manager	Quality Control	E-Government

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Protection of Industrial Royalty	Asst. Manager	Foodstuff Industry	E-Commerce
Protection of Industrial Royalty	Division Head	National Industry	Middle Management
Protection of Industrial Royalty	Division Head	New Employee Orientation	E-Commerce
Protection of Industrial Royalty	Division Head	Developing small projects	Advanced Letter of Credit
Protection of Industrial Royalty	Division Head	Microsoft	Commercial Correspondence
Protection of Industrial Royalty	Division Head		International Trade
Protection of Industrial Royalty	Researcher	Microsoft	-
Protection of Industrial Royalty	Researcher	English Language	
Protection of Industrial Royalty	Administrator	Microsoft	Middle Management
Protection of Industrial Royalty	Administrator	English Language	
Protection of Industrial Royalty	Legal Clerk	-	Technical training
Protection of Industrial Royalty	Inspector	Simplification of Procedures	-
Protection of Industrial Royalty	Inspector	Job Description	
Protection of Industrial Royalty	Inspector	Top Management	
Protection of Industrial Royalty	Inspector	English Language	
Protection of Industrial Royalty	Inspector	Report Writing	
Protection of Industrial Royalty	Inspector	Performance Appraisal	
Protection of Industrial Royalty	Inspector	Microsoft	
Protection of Industrial Royalty	Programmer	Microsoft	-
Protection of Industrial Royalty	Programmer	Trade Marks	
Protection of Industrial Royalty	Auditor	New Employee Orientation	Financial & Administrative Audit
Protection of Industrial Royalty	Auditor	English Language	Auditing Trade Marks
Protection of Industrial Royalty	Auditor	Managerial Skills by using computer	
Protection of Industrial Royalty	Asst. Auditor	Microsoft	Report Writing
Protection of Industrial Royalty	Asst. Auditor	Accounting Procedures	Financial Audit
Protection of Industrial Royalty	Secretary	Microsoft	-
Protection of Industrial Royalty	Archiving Clerk	-	-
Protection of Industrial Royalty	Data Entry	Microsoft	Advanced Microsoft
Protection of Industrial Royalty	Data Entry	Report Writing	
Protection of Industrial Royalty	Legal Clerk	-	Technical training
Protection of Industrial Royalty	Worker	-	-
Companies Control	Controller	Promising Leadership	Advanced Supervisory Skills
Companies Control	Controller	English Language	
Companies Control	Division Head	Microsoft	Managerial Skills
Companies Control	Division Head	E-Commerce	E-Government
Companies Control	Division Head	International Accouting Standard	

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Companies Control	Division Head	English Language	
Companies Control	Acting Division Head	Microsoft	Middle Management
Companies Control	Acting Division Head	English Language	E-Government
Companies Control	Unit Head	Microsoft	E-Government
Companies Control	Unit Head	English Language	
Companies Control	Archiving Head	Microsoft	Advanced Archiving
Companies Control	Archiving Head	New Employee Orientation	
Companies Control	Section Head	International Audit Standards	Managerial Skills
Companies Control	Section Head	Microsoft	E-Government
Companies Control	Section Head	Basics of Ins, Commerce Acct	
Companies Control	Clerk	Microsoft	Report Writing
Companies Control	Clerk	English Language	Middle Management
Companies Control	Clerk	Public Relations	
Companies Control	Financial Analyst		Feasibility Studies
Companies Control	Financial Analyst		Financial Analysis
Companies Control	Researcher	New Employee Orientation	Report Writing
Companies Control	Researcher	English Language	
Companies Control	Auditor	Microsoft	Schedule audit plans and forms
Companies Control	Auditor	English Language	
Companies Control	Asst. Auditor	New Employee Orientation	Schedule audit plans and forms
Companies Control	Asst. Auditor	Microsoft	Report Writing
Companies Control	Accountant	Basic Management	Technical training
Companies Control	Accountant	Financial Audit	
Companies Control	Audit Clerk	Microsoft	Report Writing
Companies Control	Filing clerk		Image processing
Companies Control	Data Entry	Microsoft	Basics of Auditing
Companies Control	Data Entry	English Language	
Companies Control	Typist	Microsoft	-
Companies Control	Messenger	-	-
Commerce	Manager	Top Management	E-Commerce
Commerce	Manager	Microsoft	
Commerce	Asst. Manager	Microsoft	Top Management
Commerce	Asst. Manager	Letter of Credit	International Trade
Commerce	Division Head	Microsoft	International Trade
Commerce	Division Head	English Language	Letter of Credit
Commerce	Division Head	Accounting Procedures	Shipping and Insurance

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Commerce	Acting Division Head	Microsoft	Shipping and Insurance
Commerce	Acting Division Head	English Language	
Commerce	Auditor	Microsoft	Shipping and Insurance
Commerce	Auditor	English Language	
Commerce	Data Entry	Microsoft	-
Commerce	Data Entry	English Language	
Commerce	Clerk	Microsoft	-
Quality & Markets Control	Manager	-	Top Management
Quality & Markets Control	Deputy Manager	Supervisory Skills	Top Management
Quality & Markets Control	Deputy Manager	Total Quality Management	
Quality & Markets Control	Asst. Manager	Supervisory Skills	Middle Management
Quality & Markets Control	Asst. Manager	English Language	
Quality & Markets Control	Division Head	Microsoft	Supervisory Skills
Quality & Markets Control	Division Head	Performance Appraisal	
Quality & Markets Control	Division Head	Water treatment	
Quality & Markets Control	Asst. Division Head	Supervisory Skills	Middle Management
Quality & Markets Control	Asst. Division Head	Microsoft	
Quality & Markets Control	Asst. Division Head	English Language	
Quality & Markets Control	Prices Controller	Microsoft	Dealing with Others
Quality & Markets Control	Prices Controller	English Language	
Quality & Markets Control	Markets Controller	-	Dealing with Others
Quality & Markets Control	Attendance Clerk	-	Dealing with Others
Quality & Markets Control	Messenger	-	-
Quality & Markets Control	Prices Inspector	Microsoft	Total Quality Management
Quality & Markets Control	Prices Inspector	English Language	
Quality & Markets Control	Prices Inspector	Dealing with Others	
Quality & Markets Control	Guard	-	-
Quality & Markets Control	Technician	-	General Maintenance
Quality & Markets Control	Quality Controller	Introduction to softwares	Dealing with Others
Quality & Markets Control	Quality Controller	Filing Management	Inventory Management
Quality & Markets Control	Quality Controller	Dev Skills of prices controllers	
Quality & Markets Control	Store Keeper	Supply Management	-
Quality & Markets Control	Data Entry	-	-
Personnel Affairs	Manager	Microsoft	Top Management
Personnel Affairs	Manager	Management Development	
Personnel Affairs	Manager	Middle Management	

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Personnel Affairs	Asst. Manager	Microsoft	Top Management
Personnel Affairs	Asst. Manager	English Language	
Personnel Affairs	Division Head	Personnel Management	Middle Management
Personnel Affairs	Division Head	Financial & Managerial Control	
Personnel Affairs	Guranatees Clerk	Filing Management	Middle Management
Personnel Affairs	Clerk	Microsoft	Middle Management
Personnel Affairs	Clerk	Personnel Management	
Management Development & Training	Manager	Microsoft	Strategic Planning
Management Development & Training	Manager	New Employee Orientation	Change Management
Management Development & Training	Manager		Negotiation Skills
Management Development & Training	Asst. Manager	Supervisory Skills	Strategic Planning
Management Development & Training	Asst. Manager	Microsoft	Change Management
Management Development & Training	Asst. Manager	Training and Development	Negotiation Skills
Management Development & Training	Division Head	Microsoft	Report Writing
Management Development & Training	Division Head	English Language	Problem Solving & Decision Making
Management Development & Training	Division Head	Technology to develop economics	Developing work techniques
Management Development & Training	Division Head	International economic relationships	Preparation of Meetings & Seminars
Management Development & Training	Researcher	French Language	Statistics
Management Development & Training	Researcher	Microsoft	Report Writing
Management Development & Training	Researcher	Feasibility Studies	Work Development
Management Development & Training	Engineer	English Language	Problem Solving & Decision Making
Management Development & Training	Engineer	Feasibility Studies	Work Development
Management Development & Training	Engineer	Translation	
Management Development & Training	Asst. Researcher	Industrial Development	Statistics
Management Development & Training	Asst. Researcher	New Employee Orientation	Report Writing
Management Development & Training	Asst. Researcher	Marketing of Services	Work Development
Management Development & Training	Asst. Researcher		Problem Solving & Decision Making
Management Development & Training	Asst. Researcher		Preparation of Meetings & Seminars
Management Development & Training	Researcher	Industrial Development	Report Writing
Management Development & Training	Researcher	Microsoft	Problem Solving & Decision Making
Management Development & Training	Researcher	English Language	Developing work techniques
Management Development & Training	Researcher		Preparation of Meetings & Seminars
Management Development & Training	Researcher		
Management Development & Training	Auditor	Performance Appraisal	Accounting ProceduresBudgeting
Management Development & Training	Auditor	English Language	Report Writing

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Protection of National Production	Manager	Conflict Resolution	Excel
Protection of National Production	Manager	Multi Dimension Commerce System	Advanced - flood
Protection of National Production	Division Head	Total Quality Management	Excel
Protection of National Production	Division Head	Internal Audit	Advanced - flood
Protection of National Production	Division Head	Anti-flood	
Protection of National Production	Engineer	Total Quality Management	Excel
Protection of National Production	Engineer	Internal Audit	Advanced - flood
Protection of National Production	Engineer	Anti-flood	
Protection of National Production	Asst. Accountant	Communication Skills	Excel
Protection of National Production	Asst. Accountant	Total Quality Management	Advanced - flood
Protection of National Production	Asst. Accountant	Internal Audit	
Protection of National Production	Accountant		Excel
Protection of National Production	Accountant		Advanced - flood
Protection of National Production	Administrator		Excel
Protection of National Production	Administrator		Advanced - flood
Protection of National Production	Researcher	Microsoft	Excel
Protection of National Production	Researcher	English Language	Advanced - flood
Protection of National Production	Researcher	Royalty	
Legal Affairs	Manager	Marine Shipping Management	Top Management
Legal Affairs	Manager	Microsoft	Leadership
Legal Affairs	Manager	Competition laws and polociies	
Legal Affairs	Asst. Manager	Computer Skills	Middle Management
Legal Affairs	Asst. Manager	Drafting Contracts and Agreements	
Legal Affairs	Asst. Manager	English Language	
Legal Affairs	Asst. Manager	Negotiation Skills	
Legal Affairs	Asst. Manager	Tha Manager and The Law	
Legal Affairs	Asst. Manager	International Law	
Legal Affairs	Division Head	Drafting Contracts and Agreements	Supervisory Skills
Legal Affairs	Division Head	English Language	
Legal Affairs	Division Head	Negotiation Skills	
Legal Affairs	Guarantee Clerk	English Language	Managerial Skills
Legal Affairs	Guarantee Clerk	Microsoft	
Legal Affairs	Guarantee Clerk	Letter of Credit	
Legal Affairs	Guarantee Clerk	Legal aspects in Letter of Credit	
Legal Affairs	Administrator	-	Managerial Skills
Legal Affairs	Legal Clerk	-	Agreements and Verifications

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Econmoic Affairs	Manager	New Employee Orientation	Top Management
Econmoic Affairs	Manager	Microsoft	International Agreements & Protocols
Econmoic Affairs	Division Head	Microsoft	Middle Management
Econmoic Affairs	Division Head	Letter of Credit	Personnel Affairs
Econmoic Affairs	Division Head	International Trade and Economic	Public Relations
Econmoic Affairs	Division Head	Developing Trade	Trading Policies
Econmoic Affairs	Division Head	International Economic Relationships	Markets Study
Econmoic Affairs	Division Head	Assessment of Arabian Projects	
Econmoic Affairs	Asst. Researcher	English Language	Middle Management
Econmoic Affairs	Asst. Researcher	Microsoft	
Econmoic Affairs	Administrator	Microsoft	Middle Management
Econmoic Affairs	Clerk	English Language	-
Econmoic Affairs	Clerk	New Employee Orientation	
Econmoic Affairs	Data Entry	English Language	-
Econmoic Affairs	Cashier	English Language	Middle Management
Econmoic Affairs	Cashier	Supervisory Skills	
Econmoic Affairs	Cashier	Microsoft	
Econmoic Affairs	Cashier	Cost-benefit accounting	
Econmoic Affairs	Inspector	Middle Management	E-Government
Economic Affairs	Inspector	Management Development	E-Commerce
Commercial Policies	Manager	Regional Trade	Top Management
Commercial Policies	Manager	Economic Development	International Agreements & Protocols
Commercial Policies	Manager	Int Mkting & Economic Research	
Commercial Policies	Asst. Advisor	Industrial Royalty	World Trade Organization
Commercial Policies	Asst. Advisor	External policies	
Commercial Policies	Division Head	New Employee Orientation	World Trade Organization
Commercial Policies	Division Head	Microsoft	
Commercial Policies	Division Head	Financial Analysis	
Commercial Policies	Division Head	Monetary Planning	
Commercial Policies	Division Head	Public Openion	
Commercial Policies	Researcher		World Trade Organization
Commercial Policies	Researcher		Middle Management
Commercial Policies	Data Entry		World Trade Organization
Commercial Policies	Data Entry		Middle Management
Commercial Policies	Secretary	French Language	World Trade Organization
Commercial Policies	Researcher		World Trade Organization

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Financial Affairs&Commercial Account	Manager	English Language	Top Management
Financial Affairs&Commercial Account	Manager	Microsoft	Financial Audit
Financial Affairs&Commercial Account	Manager	Good Manager	
Financial Affairs&Commercial Account	Asst. Manager	English Language	Middle Management
Financial Affairs&Commercial Account	Asst. Manager	Microsoft	Financial Audit
Financial Affairs&Commercial Account	Personal Clerk	Microsoft	-
Financial Affairs&Commercial Account	Personal Clerk	Filing Management	
Financial Affairs&Commercial Account	Asst. Division Head	New Employee Orientation	Financial & Managerial Management
Financial Affairs&Commercial Account	Asst. Division Head	Computer usage	
Financial Affairs&Commercial Account	Cashier	Dealing with Others	Financial Audit
Financial Affairs&Commercial Account	Cashier	Microsoft	
Financial Affairs&Commercial Account	Cashier	Microsoft	Financial Audit
Financial Affairs&Commercial Account	Section Head	Microsoft	Financial Audit
Financial Affairs&Commercial Account	Section Head	Accounting Procedures	
Financial Affairs&Commercial Account	Section Head	Cost-benefit Accounting	
Financial Affairs&Commercial Account	Auditor	Pension Procedures	Financial & Managerial Management
Financial Affairs&Commercial Account	Auditor	Estimated budgets	
Financial Affairs&Commercial Account	Financial Auditor	New Employee Orientation	Financial Audit
Financial Affairs&Commercial Account	Financial Auditor	Microsoft	
Financial Affairs&Commercial Account	Asst. Accountant	Accounting Procedures	Financial Audit
Financial Affairs&Commercial Account	Asst. Accountant	Microsoft	
Financial Affairs&Commercial Account	Accountant	New Employee Orientation	Accounting ProceduresProcedures
Financial Affairs&Commercial Account	Accountant	Microsoft	Financial Audit
Financial Affairs&Commercial Account	Accountant	English Language	
Financial Affairs&Commercial Account	Accountant	Management Information System	
Financial Affairs&Commercial Account	Accountant	Office Management	
Financial Affairs&Commercial Account	Personal Clerk	-	New Archieving
Financial Affairs&Commercial Account	Personal Clerk		Safety Control
Financial Affairs&Commercial Account	Cashier	-	Financial Audit
Financial Affairs&Commercial Account	Clerk	-	Report Writing
Financial Affairs&Commercial Account	Quality Inspector	ISO 9000	Quality and modern criteria
Financial Affairs&Commercial Account	Quality Inspector	New techniques in storing	
Financial Affairs&Commercial Account	Inspector	English Language	Quality Management
Financial Affairs&Commercial Account	Inspector	Microsoft	
Financial Affairs&Commercial Account	Auditor	Cashier Procedures	Financial & Managerial Management
Financial Affairs&Commercial Account	Auditor	Microsoft	

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Financial Affairs&Commercial Account	Supply Clerk	-	-
Financial Affairs&Commercial Account	Operator	-	Telephone maintenance
Financial Affairs&Commercial Account	Driver	-	-
Financial Affairs&Commercial Account	Data Entry	English Language	-
Financial Affairs&Commercial Account	Data Entry	Microsoft	
Financial Affairs&Commercial Account	Secretary	English Language	Office Management
Financial Affairs&Commercial Account	Secretary	Microsoft	
Financial Affairs&Commercial Account	Division Head	Accounting Procedures	Middle Management
Financial Affairs&Commercial Account	Division Head	Microsoft	Financial & Administrative Audit
Financial Affairs&Commercial Account	Division Head	English Language	
Financial Affairs&Commercial Account	Division Head	Performance Budgeting	
Information Technology	Manager	Unix	Top Management
Information Technology	Manager	Internet	Advanced IT
Information Technology	Manager	Services analysis	
Information Technology	Asst. Manager	ORACLE	Top Management
Information Technology	Asst. Manager	English Language	Programming and System Analysis
Information Technology	Asst. Manager	Internet security	
Information Technology	Asst. Manager	Personal computers network	
Information Technology	Division Head	ORACLE	Middle Management
Information Technology	Division Head	English Language	Programs design and operation
Information Technology	Division Head	Libraries Systems	
Information Technology	Division Head	System design	
Information Technology	Engineer	Organization and mgt of industries	-
Information Technology	Engineer	Maintenance techniques and its' usage	
Information Technology	System Analyst	ORACLE	-
Information Technology	System Analyst	New Employee Orientation	
Information Technology	System Analyst	Excel	
Information Technology	Technician	Maintenance of copiers and machines	-
Information Technology	Programmer	ORACLE	Advanced programming
Information Technology	Programmer	Management of Network	Microsoft
Information Technology	Programmer	English Language	
Information Technology	Programmer	Information Technology	
Information Technology	Asst. Programmer	Microsoft	-
Information Technology	Asst. Programmer	English Language	
Information Technology	Auditor	Filing Management	-
Information Technology	Auditor	Budget preparation	

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Information Technology	Technician		Maintenance of PCs
Information Technology	IT Specialist		E-Government
Industrial Development	Manager	Industrial Policy	-
Industrial Development	Manager	Water & Environment Assessment	
Industrial Development	Manager	ISO 9000	
Industrial Development	Manager	Financial Analysis	
Industrial Development	Asst. Manager	Human Resources Management	Communication Skills
Industrial Development	Asst. Manager	Strategic Planning	External Public Relationships
Industrial Development	Asst. Manager	ISO 14000	Human Resources Management
Industrial Development	Asst. Manager	Customer Satisfaction Assessment	
Industrial Development	Asst. Manager	Middle Management	
Industrial Development	Asst. Manager	Total Quality Management	
Industrial Development	Asst. Manager	Leadership Skills	
Industrial Development	Asst. Manager	Feasibility Studies	
Industrial Development	Asst. Manager	ISO 9000	
Industrial Development	Asst. Manager	Microsoft	
Industrial Development	Division Head	Marketing	Micro-financing projects
Industrial Development	Division Head	Middle Management	ISO 9000
Industrial Development	Division Head	World Trade Agreements	Communication Skills
Industrial Development	Division Head	Internal Audit	External Public Relationships
Industrial Development	Division Head	Customer Satisfaction Assessment	
Industrial Development	Division Head	Total Quality Management	
Industrial Development	Division Head	Protection of National Production	
Industrial Development	Division Head	Effective Management	
Industrial Development	Division Head	HACCEP System	
Industrial Development	Division Head	ISO 14000	
Industrial Development	Division Head	Microsoft	
Industrial Development	Asst. Division Head	Customer Satisfaction Assessment	Internal Audit
Industrial Development	Asst. Division Head	Microsoft	Strategic Planning
Industrial Development	Inspector	ISO 9000	-
Industrial Development	Inspector	Strategic Planning	
Industrial Development	Inspector	Feasibility Studies	
Industrial Development	Inspector	Leadership Skills	
Industrial Development	Engineer/Mechanical	Human Resources Management	Industrial Contracting
Industrial Development	Engineer/Mechanical	Strategic Planning	HACCEP System

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Industrial Development	Engineer/Mechanical	Total Quality Management	ISO 9000
Industrial Development	Engineer/Mechanical	ISO 9000	External Audit
Industrial Development	Engineer/Mechanical	Financial Analysis	
Industrial Development	Engineer/Mechanical	Internal Audit	
Industrial Development	Engineer/Mechanical	Project Management	
Industrial Development	Engineer/Mechanical	Microsoft	
Industrial Development	Engineer/Mechanical	Feasibility Studies	
Industrial Development	Engineer/Chemical	ISO 9000	ISO 14000
Industrial Development	Engineer/Chemical	Internal Audit	Assessment of Environment Impact
Industrial Development	Engineer/Chemical	Feasibility Studies	Technical Writing
Industrial Development	Engineer/Chemical	English Language	
Industrial Development	Engineer/Chemical	HACCEP System	
Industrial Development	Engineer/Chemical	ISO 14000	
Industrial Development	Engineer/Electrical	ISO 9000	Middle Management
Industrial Development	Engineer/Electrical	Internal Audit	Communication Skills
Industrial Development	Engineer/Electrical	Total Quality Management	Project Management
Industrial Development	Engineer/Electrical	International Agreements	Microsoft
Industrial Development	Engineer/Electrical	Cost-benefit Accounting	
Industrial Development	Engineer/Electrical	Microsoft	
Industrial Development	Researcher	Microsoft	Technical Writing
Industrial Development	Researcher	Strategic Planning	Communication Skills
Industrial Development	Researcher	Export Promotion Policies	External public relationships
Industrial Development	Researcher	Project Management	Project Management
Industrial Development	Researcher	English Language	
Industrial Development	Researcher	Total Quality Management	
Industrial Development	Accountant	ISO 14000	Report Writing
Industrial Development	Accountant	Cost-benefit Accounting	Microsoft
Industrial Development	Accountant	Customer Satisfaction Assessment	Cost-benefit Accounting
Industrial Development	Accountant	External Export	Advanced English Language
Industrial Development	Accountant	Microsoft	
Industrial Development	Administrator	Microsoft	Computer applications
Industrial Development	Data Entry	Microsoft Access	Computer applications
Industrial Development	Administrator	Microsoft	Computer applications
Industrial Development	Administrator	English Language	English Language
Personnel Affairs	Personal Clerk	Personnel Management	-
Personnel Affairs	Personal Clerk	Microsoft	

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Personnel Affairs	Personal Clerk	Filing Management	
Personnel Affairs	Data Entry	Microsoft	Microsoft
Personnel Affairs	Data Entry		English Language
Economic Affairs	Researcher	English Language	Middle Management
Economic Affairs	Researcher	Microsoft	E-Government
Inventory Management	Manager	-	E-Commerce
Inventory Management	Manager		E-Government
Inventory Management	Asst. Manager	-	Middle Management
Inventory Management	Asst. Manager		E-Commerce
Inventory Management	Division Head	Inventory & Warehouses Mgt Skills	Middle Management
Inventory Management	Division Head	Microsoft	E-Commerce
Inventory Management	Center Officer	-	Inventory Management
Inventory Management	Center Officer		Quality Management
Inventory Management	Inspector	-	-
Inventory Management	Cashier	Office Management	Financial Audit
Inventory Management	Clerk	-	Report Writing
Inventory Management	Clerk		Middle Management
Inventory Management	Technician	-	General Safety
Inventory Management	Auditor	Drafting Contracts & Agreements	Quality Management
Inventory Management	Auditor	Warehouses Management	Managerial Auditing
Inventory Management	Accountant	-	Internal Audit
Inventory Management	Mills Controller	Dealing with Others	Quality Management
Inventory Management	Mills Controller	Financial Audit	
Inventory Management	Store Keeper	-	Warehouses Management
Inventory Management	Store Keeper		General Safety
Inventory Management	Auditor	Statistical Analysis	Inventory Management
Inventory Management	Auditor	Agricultural Statistics	Managerial Auditing
Inventory Management	Driver	-	-

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Annex I MIT Competencies/Skills Specifications as of June 2002			
Department	Job Title	Skills Acquired	Skills Required
Zarqa Industry & Trade	Manager	Top Management	
Zarqa Industry & Trade	Manager	English Language	
Zarqa Industry & Trade	Manager	Microsoft	
Zarqa Industry & Trade	Manager	Drafting Contracts	
Zarqa Industry & Trade	Asst. Manager	Microsoft	Middle Management
Zarqa Industry & Trade	Asst. Manager	English Language	
Zarqa Industry & Trade	Quality Controller	Wheat quality systems	Dealing with Others
Zarqa Industry & Trade	Personal Clerk		Warehouses Management
Zarqa Industry & Trade	Cashier	New Employee Orientation	Financial & Managerial Audit
Zarqa Industry & Trade	Cashier	Microsoft	
Zarqa Industry & Trade	Cashier	English Language	
Zarqa Industry & Trade	Division Head	Microsoft	Middle Management
Zarqa Industry & Trade	Division Head	English Language	
Zarqa Industry & Trade	Division Head	Report Writing	
Zarqa Industry & Trade	Clerk	Microsoft	Administrative Affairs
Zarqa Industry & Trade	Clerk	English Language	
Zarqa Industry & Trade	Clerk	Report Writing	
Zarqa Industry & Trade	Auditor	Office Management	Financial & Managerial Audit
Zarqa Industry & Trade	Accountant		Financial & Managerial Audit
Zarqa Industry & Trade	Supply Clerk		Warehouses Management
Zarqa Industry & Trade	Data Entry		Microsoft
Zarqa Industry & Trade	Data Entry		English Language
Zarqa Industry & Trade	Controller	-	-
Zarqa Industry & Trade	Typist		Microsoft
Zarqa Industry & Trade	Store Keeper	Procurement Management	Warehouses Management
Zarqa Industry & Trade	Operator	-	Telephone maintenace
Zarqa Industry & Trade	Driver	-	-
Zarqa Industry & Trade	Messenger	-	-
Zarqa Industry & Trade	Guard	-	-
Tafelah Industry & Trade	Manager	Top Management	E-Commerce
Tafelah Industry & Trade	Manager	Middle Management	E-Government

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Tafelah Industry & Trade	Asst. Manager	Survey Q5	E-Government
Tafelah Industry & Trade	Asst. Manager	Electronic Accounting	E-Commerce
Tafelah Industry & Trade	Division Head	Middle Management	New Management
Tafelah Industry & Trade	Division Head	Survey	E-Commerce
Tafelah Industry & Trade	Division Head	Electronic Accounting	
Tafelah Industry & Trade	Markets Controller	Supply Management	Dealing with Others
Tafelah Industry & Trade	Markets Controller		Quality Management
Tafelah Industry & Trade	Clerk		Administrative Affairs
Tafelah Industry & Trade	Clerk		Microsoft
Tafelah Industry & Trade	Center Officer		Dealing with Others
Tafelah Industry & Trade	Center Officer		Quality Management
Tafelah Industry & Trade	Cashier	Basic Management	Financial & Managerial Audit
Tafelah Industry & Trade	Cashier	Dealing with Others	
Tafelah Industry & Trade	Cashier	Supply Management	
Tafelah Industry & Trade	Cashier	Accounting Procedures	
Tafelah Industry & Trade	Section Head	Electronic Accounting	Financial & Managerial Audit
Tafelah Industry & Trade	Clerk		Administrative Affairs
Tafelah Industry & Trade	Clerk		Report Writing
Tafelah Industry & Trade	Archieving Clerk	Personnel Affairs	Middle Management
Tafelah Industry & Trade	Archieving Clerk		New Archieving
Tafelah Industry & Trade	Auditor	Basic Management	Financial & Managerial Audit
Tafelah Industry & Trade	Auditor	Electronic Accounting	
Tafelah Industry & Trade	Accountant	Accounting Procedures	Financial & Managerial Audit
Tafelah Industry & Trade	Frieght Officer	Shipping	-
Tafelah Industry & Trade	Frieght Officer	Dealing with Others	
Tafelah Industry & Trade	Supply Clerk		Warehouses Management
Tafelah Industry & Trade	Controller	Supply Management	Dealing with Others
Tafelah Industry & Trade	Controller	Microsoft	
Tafelah Industry & Trade	Typist		Microsoft
Tafelah Industry & Trade	Store Keeper		Warehouses Management
Tafelah Industry & Trade	Operator		Telephone maintenace
Tafelah Industry & Trade	Driver	-	-
Tafelah Industry & Trade	Worker	-	-
Tafelah Industry & Trade	Messenger	-	-
Tafelah Industry & Trade	Guard	-	-

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Al Mafrq Industry & Trade	Manager	Supervisory Management	Top Management
Al Mafrq Industry & Trade	Asst. Manager	Supervisory Management	Top Management
Al Mafrq Industry & Trade	Division Head	Personnel Affairs	Financial & Managerial Audit
Al Mafrq Industry & Trade	Division Head	Dealing with Others	E-Government
Al Mafrq Industry & Trade	Markets Controller		Dealing with Others
Al Mafrq Industry & Trade	Clerk	Warehouses Management	Administrative Affairs
Al Mafrq Industry & Trade	Clerk		Report Writing
Al Mafrq Industry & Trade	Store Keeper		Warehouses Management
Al Mafrq Industry & Trade	Personal Clerk	Dealing with Others	Supply Management
Al Mafrq Industry & Trade	Cashier	Developing prices control skills	Financial Audit
Al Mafrq Industry & Trade	Section Head		Middle Management
Al Mafrq Industry & Trade	Clerk	Warehouses Management	Report Writing
Al Mafrq Industry & Trade	Auditor	Dealing with Others	Financial & Managerial Audit
Al Mafrq Industry & Trade	Inspector	Supervisory Management	Middle Management
Al Mafrq Industry & Trade	Inspector	Microsoft	
Al Mafrq Industry & Trade	Accountant	Dealing with Others	Financial Audit
Al Mafrq Industry & Trade	Accountant	Prices control skills	
Al Mafrq Industry & Trade	Typist	Personnel Affairs	Microsoft
Al Mafrq Industry & Trade	Technician		General safety
Al Mafrq Industry & Trade	Operator		Telephone maintenace
Al Mafrq Industry & Trade	Driver	-	-
Al Mafrq Industry & Trade	Worker	-	-
Al Mafrq Industry & Trade	Messenger	-	-
Al Mafrq Industry & Trade	Guard	-	-
Al Balqa Industry & Trade	Manager	Supervisory Skills	Top Management
Al Balqa Industry & Trade	Manager	Microsoft	
Al Balqa Industry & Trade	Asst. Manager	Microsoft	Middle Management
Al Balqa Industry & Trade	Asst. Manager	English Language	
Al Balqa Industry & Trade	Division Head	Financial Audit	Financial & Managerial Audit
Al Balqa Industry & Trade	Cashier	Dealing with Others	Financial & Managerial Audit
Al Balqa Industry & Trade	Section Head		Dealing with Others
Al Balqa Industry & Trade	Section Head		Microsoft
Al Balqa Industry & Trade	Office manager	Measuring foodstuff	Microsoft
Al Balqa Industry & Trade	Office manager		English Language
Al Balqa Industry & Trade	Center Officer		Administrative Affairs

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Al Balqa Industry & Trade	Center Officer		Microsoft
Al Balqa Industry & Trade	Administrator	New Employee Orientation	Administrative Affairs
Al Balqa Industry & Trade	Administrator	Microsoft	Dealing with Others
Al Balqa Industry & Trade	Clerk		Administrative Affairs
Al Balqa Industry & Trade	Clerk		Report Writing
Al Balqa Industry & Trade	Auditor	Financial Audit	Financial Audit
Al Balqa Industry & Trade	Auditor	Prices control skills	Dealing with Others
Al Balqa Industry & Trade	Archieving Clerk		Filing system
Al Balqa Industry & Trade	Supply Clerk	Developing prices control skills	Supply Management
Al Balqa Industry & Trade	Data Entry		Microsoft
Al Balqa Industry & Trade	Data Entry		English Language
Al Balqa Industry & Trade	Markets Controller	New Employee Orientation	Dealing with Others
Al Balqa Industry & Trade	Markets Controller	Warehouses Management	
Al Balqa Industry & Trade	Store Keeper		Warehouses Management
Al Balqa Industry & Trade	Typist		Microsoft
Al Balqa Industry & Trade	Driver	-	-
Al Balqa Industry & Trade	Worker	-	-
Al Balqa Industry & Trade	Messenger	-	-
Al Balqa Industry & Trade	Guard	-	-
Irbid Industry & Trade	Manager	Top Management	E-Government
Irbid Industry & Trade	Manager	Microsoft	E-Commerce
Irbid Industry & Trade	Asst. Manager	Top Management	E-Government
Irbid Industry & Trade	Asst. Manager		E-Commerce
Irbid Industry & Trade	Markets Controller	Accounting Procedures	Dealing with Others
Irbid Industry & Trade	Store Keeper	Warehouses Management	Warehouses Management
Irbid Industry & Trade	Cashier	Accounting Procedures	Financial Audit
Irbid Industry & Trade	Cashier	Dealing with Others	
Irbid Industry & Trade	Office manager	Middle Management	E-Government
Irbid Industry & Trade	Office manager		E-Commerce
Irbid Industry & Trade	Division Head	Supervisory Skills	Middle Management
Irbid Industry & Trade	Division Head	Budgets Accounting	
Irbid Industry & Trade	Engineer	Microsoft	Middle Management
Irbid Industry & Trade	Engineer	English Language	
Irbid Industry & Trade	Researcher	Microsoft	E-Government
Irbid Industry & Trade	Researcher	English Language	E-Commerce

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Irbid Industry & Trade	Clerk	Personnel Affairs	Report Writing
Irbid Industry & Trade	Clerk	Prices control skills	
Irbid Industry & Trade	Inspector	Supervisory Skills	E-Government
Irbid Industry & Trade	Inspector	Relational Database	E-Commerce
Irbid Industry & Trade	Inspector	Management Information System	
Irbid Industry & Trade	Inspector	Office Management	
Irbid Industry & Trade	Inspector	Secretarial duties	
Irbid Industry & Trade	Auditor	Secretarial duties	Financial & Managerial Audit
Irbid Industry & Trade	Auditor	Microsoft	
Irbid Industry & Trade	Asst. Auditor	New Employee Orientation	Financial & Managerial Audit
Irbid Industry & Trade	Asst. Manager	Microsoft	
Irbid Industry & Trade	Accountant	Accounting Procedures	Advanced financial Audit & Accounting
Irbid Industry & Trade	Accountant	Financial Analysis	
Irbid Industry & Trade	Data Entry	Microsoft	Microsoft
Irbid Industry & Trade	Data Entry	English Language	
Irbid Industry & Trade	Controller		Quality Management
Irbid Industry & Trade	Typist	Microsoft	Microsoft
Irbid Industry & Trade	Store Keeper		Warehouses Management
Irbid Industry & Trade	Operator		Telephone maintenace
Irbid Industry & Trade	Driver	-	-
Irbid Industry & Trade	Worker	-	-
Irbid Industry & Trade	Messenger	-	-
Irbid Industry & Trade	Guard	-	-
Irbid Industry & Trade	Technician		General safety
Karak Industry & Trade	Manager	Top Management	E-Government
Karak Industry & Trade	Manager	Microsoft	E-Commerce
Karak Industry & Trade	Asst. Manager	Supervisory Skills	E-Government
Karak Industry & Trade	Asst. Manager	Relational Database	E-Commerce
Karak Industry & Trade	Asst. Manager	Management Information System	
Karak Industry & Trade	Asst. Manager	Office Management	
Karak Industry & Trade	Markets Controller	Customs Procedures	Dealing with Others
Karak Industry & Trade	Markets Controller	Accounting Procedures	Quality Management
Karak Industry & Trade	Markets Controller	Basic Management	
Karak Industry & Trade	Clerk		Administrative Affairs
Karak Industry & Trade	Clerk		Report Writing

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Karak Industry & Trade	Cashier	Accounting Procedures	Financial Audit
Karak Industry & Trade	Asst. Division Head	Basic Management	Middle Management
Karak Industry & Trade	Asst. Division Head	Accounting Procedures	
Karak Industry & Trade	Division Head	Supervisory Skills	E-Commerce
Karak Industry & Trade	Division Head	Management Information System	Financial Audit
Karak Industry & Trade	Division Head	Office Management	
Karak Industry & Trade	Section Head	Microsoft	Financial & Managerial Audit
Karak Industry & Trade	Section Head	Internal Audit	
Karak Industry & Trade	Store Keeper		Warehouses Management
Karak Industry & Trade	Controller		Quality Management
Karak Industry & Trade	Driver	-	-
Karak Industry & Trade	Worker	-	-
Karak Industry & Trade	Messenger	-	-
Karak Industry & Trade	Guard	-	-
Karak Industry & Trade	Data Entry	Microsoft	Microsoft
Karak Industry & Trade	Center Officer		Quality Management
Karak Industry & Trade	Auditor	Supply Management	Financial & Managerial Audit
Karak Industry & Trade	Auditor	Microsoft	
Karak Industry & Trade	Accountant	Accounting Procedures	Financial Audit
Karak Industry & Trade	Typist	Microsoft	Microsoft
Aqaba Industry & Trade	Manager	English Language	Top Management
Aqaba Industry & Trade	Manager	Problem Solving & Decision Making	E-Government
Aqaba Industry & Trade	Manager	English Language	E-Commerce
Aqaba Industry & Trade	Division Head	Developing prices control skills	Middle Management
Aqaba Industry & Trade	Division Head	English Language	E-Commerce
Aqaba Industry & Trade	Asst. Division Head	Microsoft	Middle Management
Aqaba Industry & Trade	Asst. Division Head	English Language	
Aqaba Industry & Trade	Division Head	New Employee Orientation	Middle Management
Aqaba Industry & Trade	Accountant	English Language	Financial Audit
Aqaba Industry & Trade	Clerk	Dealing with Others	Report Writing
Aqaba Industry & Trade	Clerk	New Employee Orientation	Administrative Affairs
Aqaba Industry & Trade	Shipping Clerk		Report Writing
Aqaba Industry & Trade	Shipping Clerk		Administrative Affairs
Aqaba Industry & Trade	Store Keeper		Warehouses Management
Aqaba Industry & Trade	Store Keeper		General Safety

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Aqaba Industry & Trade	Section Head		Financial & Managerial Audit
Aqaba Industry & Trade	Prices Controller		Quality Management
Aqaba Industry & Trade	Prices Controller		Dealing with Others
Aqaba Industry & Trade	Financial Auditor		Financial Audit
Aqaba Industry & Trade	Supply Clerk		Supply Management
Aqaba Industry & Trade	Controller		Quality Management
Aqaba Industry & Trade	Cashier		Financial Audit
Aqaba Industry & Trade	Operator		Telephone maintenace
Aqaba Industry & Trade	Typist		Microsoft
Madba Industry & Trade	Manager	Analysis of cost projects	E-Government
Madba Industry & Trade	Manager	Supervisory Skills	E-Commerce
Madba Industry & Trade	Manager	General Safety	
Madba Industry & Trade	Manager	Supervision & Managerial Control Skills	
Madba Industry & Trade	Asst. Manager	Project Management	E-Commerce
Madba Industry & Trade	Asst. Manager	Managing Vocational Training	Middle Management
Madba Industry & Trade	Asst. Manager	Supervisory Skills	
Madba Industry & Trade	Division Head	Financial & Managerial Audit	Financial & Managerial Audit
Madba Industry & Trade	Division Head	Drafting Contracts	Middle Management
Madba Industry & Trade	Asst. Division Head		Middle Management
Madba Industry & Trade	Markets Controller	Accounting Procedures	Quality Management
Madba Industry & Trade	Markets Controller		Dealing with Others
Madba Industry & Trade	Accountant	Accounting Procedures	Financial Audit
Madba Industry & Trade	Accountant		Report Writing
Madba Industry & Trade	Accountant		Administrative Affairs
Madba Industry & Trade	Auditor		Financial & Managerial Audit
Madba Industry & Trade	Supply Clerk		Supply Management
Madba Industry & Trade	Personal Clerk		Supply Management
Madba Industry & Trade	Store Keeper		Warehouses Management
Ma'an Industry & Trade	Manager		Top Management
Ma'an Industry & Trade	Manager		E-Government
Ma'an Industry & Trade	Manager		E-Commerce
Ma'an Industry & Trade	Asst. Manager		Middle Management
Ma'an Industry & Trade	Asst. Manager		E-Government
Ma'an Industry & Trade	Asst. Manager		E-Commerce
Ma'an Industry & Trade	Markets Controller		Quality Management

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Ma'an Industry & Trade	Markets Controller		Dealing with Others
Ma'an Industry & Trade	Cashier	Accounting Procedures	Financial Audit
Ma'an Industry & Trade	Division Head	Archieving Management	Middle Management
Ma'an Industry & Trade	Division Head	Office Management	
Ma'an Industry & Trade	Section Head		Report Writing
Ma'an Industry & Trade	Section Head		Administrative Affairs
Ma'an Industry & Trade	Clerk		Report Writing
Ma'an Industry & Trade	Clerk		Administrative Affairs
Ma'an Industry & Trade	Auditor		Financial & Managerial Audit
Ma'an Industry & Trade	Accountant	Accounting Procedures	Financial Audit
Ma'an Industry & Trade	Supply Clerk		Supply Management
Ma'an Industry & Trade	Typist		Microsoft
Ma'an Industry & Trade	Store Keeper	Developing prices control skills	Warehouses Management
Ma'an Industry & Trade	Store Keeper	Microsoft	General Safety
Ajloun Industry & Trade	Manager	Top Management	E-Government
Ajloun Industry & Trade	Manager		E-Commerce
Ajloun Industry & Trade	Asst. Manager	Basic Management	Top Management
Ajloun Industry & Trade	Asst. Manager	Legal Affairs	E-Commerce
Ajloun Industry & Trade	Division Head	English Language	Middle Management
Ajloun Industry & Trade	Division Head	Mills Controlling	
Ajloun Industry & Trade	Markets Controller	Dealing with Others	Quality Management
Ajloun Industry & Trade	Store Keeper		Warehouses Management
Ajloun Industry & Trade	Supply Clerk		Supply Management
Ajloun Industry & Trade	Cashier	Dealing with Others	Financial & Managerial Audit
Ajloun Industry & Trade	Section Head	Basic Management	Middle Management
Ajloun Industry & Trade	Clerk		Report Writing
Ajloun Industry & Trade	Clerk		Administrative Affairs
Ajloun Industry & Trade	Auditor	Warehouses Management	Financial Audit
Ajloun Industry & Trade	Mills Controller		Quality Management
Ajloun Industry & Trade	Technician		General safety
Jarash Industry & Trade	Manager	Top Management	E-Government
Jarash Industry & Trade	Manager		E-Commerce
Jarash Industry & Trade	Asst. Manager	Supervisory Skills	Middle Management
Jarash Industry & Trade	Asst. Manager	Office Management	E-Commerce
Jarash Industry & Trade	Division Head	Basic Management	Middle Management

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Jarash Industry & Trade	Division Head	Personnel Affairs	
Jarash Industry & Trade	Division Head	Procurement Management	
Jarash Industry & Trade	Cashier		Financial Audit
Jarash Industry & Trade	Markets Controller		Quality Management
Jarash Industry & Trade	Markets Controller		Dealing with Others
Jarash Industry & Trade	Section Head		Financial & Managerial Audit
Jarash Industry & Trade	Supply Clerk		Supply Management
Jarash Industry & Trade	Clerk		Report Writing
Jarash Industry & Trade	Clerk		Administrative Affairs
Jarash Industry & Trade	Technician	Dealing with Others	General safety
Jarash Industry & Trade	Auditor	Financial & Managerial Audit	Financial Audit
Jarash Industry & Trade	Data Entry		Microsoft
Jarash Industry & Trade	Store Keeper		Warehouses Management
Jarash Industry & Trade	Operator		Telephone maintenace

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Annex J Summary of Skills Acquired and Required as of June 2002			
Acquired	No	Required	No
Accounting Procedures	13	Advanced - flood	7
Accounting Procedures	6	Accounting ProceduresBudgeting	1
Analysis of cost projects	1	Accounting Procedures	1
Anti-flood	2	Administrative Affairs	15
Archieving Management	1	Advanced Archieving	1
Assessment of Arabian Projects	1	Advanced Auditing	3
Basic Management	7	Advanced English Language	1
Basic Management	3	Advanced financial Audit & Accounting	1
Basics of Insurance, Commerce Accounting	1	Advanced IT	1
Budget preparation	1	Advanced Letter of Credit	2
Budgets Accounting	1	Advanced maintenace	2
Cashier Procedures	1	Advanced Microsoft	1
Commercial Policies	1	Advanced programming	1
Communication Skills	1	Advanced Supervisory Skills	1
Competition laws and polociess	1	Agreements and Verifications	1
Computer in managing maintenance processe	2	Archieving Management	1
Computer in project management	2	Assessment of Environement Impact	1
Computer Skills	1	Auditing & Control	2
Computer usage	1	Auditing Trade Marks	1
Conflict Resolution	1	Basics of Auditing	1
Cost-benefit accounting	4	Change Management	2
Customer Satisfaction Assessment	4	Commercial Correspondence	2
Customs Procedures	1	Communication Skills	6
Dealing with Others	12	Computer applications	3
Dealing with Others	3	Cost-benefit Accounting	1
Developing prices control skills	4	Dealing with Others	15
Developing Skills of prices controllers	1	Dealing with Others	6
Developing small projects	1	Developing work techniques	2
Developing Trade	1	E-Commerce	21
Drafting Contracts	2	E-Commerce	11
Drafting Contracts and Agreements	3	E-Government	16
E-Commerce	1	E-Government	14
Economic Development	1	English Language	3
Effective Management	1	English Language	2
Electronic Accounting	4	Excel	7
English Language	15	External Audit	1
English Language	66	External Public Relationships	3
Estimated Budgets	2	Feasibility Studies	1
Excel	1	Filing system	1
Export Promotion Policies	1	Financial & Administrative Audit	3
External Export	1	Financial & Managerial Audit	21
External policies	1	Financial & Managerial Management	3
Feasibility Studies	6	Financial Analysis	1
Filing Management	5	Financial Audit	16
Filing of information	1	Financial Audit	10
Financial & Managerial Audit	2	General Maintenance	1
Financial & Managerial Control	1	General Management	1
Financial Analysis	1	General safety	6
Financial Analysis	5	HACCEP System	1

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Financial Audit	2	Heating&Cooling maintenance	1
Financial Audit	1	HR Planning & Development	1
Foodstuff Industry	1	Human Resources Management	1
French Language	3	Image processing	1
General Maintenance	1	Industrial Contracting	1
General Safety	1	Internal Audit	1
General Safety	1	International Agreements & Protocols	2
Good Manager	1	International Trade	4
HACCEP System	2	Inventory Management	1
Human Resources Management	2	ISO 14000	1
Industrial Development	2	ISO 9000	2
Industrial Policy	1	Leadership	1
Industrial Royalty	1	Letter of Credit	1
Information Technology	1	Letter of Credit, Shipping and Insurance	2
Insurance	1	Maintenance of PCs	1
Internal Audit	7	Managerial Skills	4
Internal Audit in governmental institutions	1	Managerial Skills	4
International economic relationships	1	Markets Study	1
International Accounting Standard	1	Micro-financing projects	1
International Agreements	1	Microsoft	17
International Audit Standards	1	Microsoft	5
International Economic Relationships	1	Microsoft	5
International Law	1	Middle Management	21
International Marketing & Economic Research	1	Middle Management	28
International Trade and Economic	1	Middle Management	28
Internet	1	Negotiation Skills	3
Internet security	1	Negotiation Skills	3
Introduction to softwares	1	New Archieving	1
ISO 14000	4	New Archieving	1
ISO 9000	7	New Management	1
Job Description	1	Office Management	4
Leadership Skills	2	PC maintenance.	1
Legal Affairs	1	Personnel Affairs	1
Legal aspects in Letter of Credit	1	Preparation of Meetings & Seminars	3
Letter of Credit	4	Problem Solving & Decision Making	4
Libraries Systems	1	Programming and System Analysis	1
Library documentation	1	Programs design and operation	1
Machines maintenance	1	Project Management	2
Maintenance of copiers and machines	1	Public Relations	1
Maintenance techniques and its' usage	1	Quality and modern criteria	1
Management Development	2	Quality Management	1
Management Information System	3	Quality Management	13
Management Information System	3	Report Writing	13
Management of Network	1	Report Writing	12
Managerial Skills	1	Safety Control	1
Managerial Skills by using computer	1	Schedule audit plans and forms	2
Managing Vocational Training	1	Shipping and Insurance	4
Marine Shipping Management	1	Statistics	2
Marketing	1	Stores Management	1
Marketing of Services	1	Strategic Planning	3
Measuring foodstuff	1	Supervisory Skills	2

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Microsoft	99	Supply Management	8
Microsoft	24	Technical training	3
Microsoft Access	1	Technical Writing	2
Middle Management	3	Telephone maintenace	6
Middle Management	4	Telephone maintenance	1
Mills Controlling	1	Top Management	13
Monetary Planning	1	Top Management	6
Multi Dimension Commerce System	1	Total Quality Management	1
National Industry	1	Trading Policies	1
Negotiation Skills	2	Warehouses Management	15
New Employee Orientation	14	Windows	1
New Employee Orientation	6	Work Development	3
New techniques in storing	1	World Trade Organization	6
Office Management	6		
Office Management	1		
Oils Vehicle preventive maintenance	2		
ORACLE	4		
Organization and management of industrial	1		
Pension Procedures	2		
Performance Appraisal	3		
Performance Budgeting	1		
Personal computers network	1		
Personnel Affairs	5		
Personnel Management	5		
Preventive maintenance of copiers	1		
Prices control skills	3		
Problem Solving & Decision Making	1		
Procurement Management	2		
Procurement Management	1		
Procurement Procedures	1		
Project Management	2		
Project Management	1		
Promising Leadership	1		
Protection of National Production	1		
Public Openion	1		
Public Relations	2		
Quality Control	1		
Reform on Mid Term Level	1		
Regional Trade	1		
Relational Database	2		
Report Writing	2		
Report Writing	2		
Royalty	1		
Secretarial duties	2		
Services analysis	1		
Shipping	1		
Simplification of Procedures	1		
Strategic Planning	4		
Supervision & Managerial Control Skills	1		
Supervisory Management	3		
Supervisory Skills	6		

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Supervisory Skills	8	
Supply Management	4	
Supply Management	1	
Survey	1	
Survey Q5	1	
System design	1	
Techniques of Internal Audit	1	
Technology to develop economics	1	
Tenders Procedures	2	
Tha Manager and The Law	1	
Top Management	6	
Top Management	7	
Total Quality Management	9	
Trade Marks	1	
Training and Development	1	
Translation	1	
Unix	1	
Warehouses Management	5	
Water & Environment Assessment	1	
Water treatment	1	
Wheat quality systems	1	
World Trade Agreements	1	

Annex K

Terms of Reference

MIT Center of Excellence Strategic Resources Plan

Introduction.

The Minister of Industry and Trade requested an initial assessment of its current staffing and proposed human resources requirements in order to embark on a re-engineering and modernization program that will eventually lead to the Ministry being certified as a Center of Excellence.

The findings of the assessment indicate that a major overhaul of its current HR System is required to bring it to the dynamic and service oriented status of a Center of Excellence. Based on these findings, a HR Strategic Plan composed on two phases (internal human resources system assessment and revision recommendations and workforce planning study) have been recommended to the Minister.

Objectives.

The objectives of the MIT internal human resources system assessment workforce planning study are:

- To develop future HR System strategies with MIT based on issues and targets identified in the Implementation MIT Center of Excellence Program Human Resources Assessment .
- Determine the actual HR manpower demand and supply implications based on these issues, targets, and operational plans.
- Recommend and assist in developing policies, sub-programs, practices, and systems to support and sustain the future HR function within the MIT.

Specific Tasks.

1. Assess and advise the Minister and his staff on the present and future operating environment in terms of technology, financial resources, labor market forecasts, labor force preferences, and internal capabilities.
2. Determine and make recommendations for the optimum MIT organizational framework that will facilitate efficiencies and effectiveness between all departments/directorates.
3. Use judgmental (personal judgment), statistical (stats and data) , managerial estimates (judgments by managers), nominal group (conference judgment) or Delphi (judgments of experts) techniques to forecast and predict human resources demands for the MIT's future.
4. Perform additional workforce planning to include replacement and succession planning.
5. Design and make recommendations for revisions to the current MIT HR System in regards to policies, programs, sub-systems, and standard operating procedures, and practices... or...review and consider for implementation ministry-wide the HR System designed by a IESC consultant (Mr. Malcolm Peplow) for the MIT-IDD.
6. Provide recommendations for objective indicators or a quality assurance monitoring system that facilitates the HR System evaluation.

Annex L

Human Resources Strategic Plan- MIT

Introduction.

"Human Resources planning refers to those efforts to systematically identify the human resources implications resulting from either environmental or organizational changes, in order to align the human resources (HR) with needs resulting from the changes"¹.

Human resource management in the past essentially focused on matching HR demand with HR supply and the target of HR action was employee assignments. Basically what HR planning consisted of was developing and implementing plans and programs to ensure that the right number and type of people were available at the right time and place to serve the predictable business need.

Now, its all about environment, change, dynamism, and volatility. An MIT Strategic Human Resources Plan must address issues of more importance far removed from the old methods that concentrated solely on assigning the right person to the right job. MIT now must identify what are the issues of most value to it and plan staffing accordingly. Downsizing, diversity in the workplace, and coalitions or alliance building are considerations not included in the "management manual" of previous Ministers. What are the HR implications associated with diversification of the workforce? How does an organization structure itself to allow for the employee to be managed the way he or she wants or needs to be managed? These are questions the MIT Strategic Plan must provide answers for.

The Plan.

The MIT Human Resources Strategic Plan consists of two phases:

- Phase I- The development of HR System with MIT based on issues and targets identified in the Implementation MIT Center of Excellence Program Human Resources Assessment.
- Phase II- Determining the Human Resources demand and supply implications based on MIT issues, targets and operational plans, and policies, programs, systems, and practices required to support the HR function within the MIT.

Phase I (Fig 1) necessitates MIT gathering data allowing for it to learn and understand the MIT business environment. This will help the organization anticipate and plan for issues arising from both stable and dynamic conditions which do exist within the MIT operating zone.

Phase I will allow MIT to:

1. understand more completely its present and future operating environment;
2. focus its attention on technological advances and their HR implications;

¹ Managing Human Resources, Randall S. Schuler, New York University, 1998.

3. assess its financial future;
4. evaluate labor market trends;
5. determine HR preferences;
6. take stock of its in-house capabilities and relate the outputs to realities and objectives;
7. determine the implications for managing human resources based on this new data and understanding.

Phase 2 (Fig 1) involves:

- the forecasting of Human Resource demands;
- determining targets to meet the objectives and goals of the MIT Human Resources development program;
- designing and implementing HR policies, sub-systems, programs, and practices;
- evaluating, revising, and refocusing to determine the effectiveness of the HR planning and to demonstrate the significance of HR activities and the HR department in the MIT.

The Process.

The MIT strategic plan ultimately must bring its Human Resources in alignment with the needs of the organization. MIT planning at the organizational and individual level does and will continue to prove extremely complex. Currently, due to past lack of planning, Civil Service regulatory policies, or politics it appears now that there is an excess supply of people staffing the directorates and departments (management's take on the situation not this consultancy's). Also, not that there exists a shortage of skilled labor in Jordan, but there is concern on the part of management because of its seeming inability to develop workable strategies to retain and retrain good employees.

The complexity of the planning at the MIT goes beyond 20th century management thinking. The 21st century manager must have his or her sights on the external environment and the changes that it undergoes that impact the strategic thinking and planning at the organizational level. Therefore, the MIT must incorporate into any HR plan the requirement to cultivate staff flexibility, diversity, and adaptability as a result its ever changing external environment.

The development of a Center of Excellence is no small task and MIT management must be up to the task. The management must assume its responsibility for systematically creating HR practices that stimulate and reinforce the workforce that will ultimately result in the MIT being recognized as a Center of Excellence. First and foremost the task of converting the MIT into a Center of Excellence requires the ability to shape and manage change.

The following steps should be taken to work through the MIT two- phased human resources plan:

- Schedule complete internal human resources system assessment by human resources specialists who will assist MIT in:

- Identifying key issues confronting MIT to include: environmental change, organizational strategy, values, technology, and financial resources.
 - Determining HR implications based on internal and external circumstances.
 - Assessing the effectiveness of the MIT operating structure.
 - Developing objectives and goals.
- Coordinate for technical assistance to:
 - Perform a workforce planning study that includes: forecasting human resources demands, replacement planning, and succession planning
 - Design human resource policies, programs, systems and practices or review and implement Ministry-wide the HR System resulting from an earlier IESC consultancy for the MIT-IDD.
 - Provide some type of objective indicator or quality assurance monitoring system that facilitates the HR system evaluation by allowing a more thorough, rapid, more frequent performance data collection effort.

Objectives.

Of course the MIT must still concern itself with HR numbers but this plan involves much more. The objectives of this plan include:

Objective 1- Draft HR mission and value statements consistent with MIT's purpose.

Objective 2- Ensure that the MIT staff understand and buy into the process of change that the Center of Excellence Program will require.

Objective 3- Systematically draft HR actions (staffing) based on the analysis of MIT objectives.

Objective 4- Create a HR system that mirrors and compliments the MIT Operational Strategic Plan 2002-2006 and its objectives.

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ANNEX M MIT HR ACTION PLAN			
No.	ACTIVITY	ACTION NEEDED	TOOLS
One	<u>Set Strategic Direction for Human Resources Planning</u>	Strategic Plan: vision, mission, goals and objectives, performance measures.	Run a workshop
	<u>Workforce Analysis</u>	Demand Forecast, Supply Projection, Gap Analysis, Strategy Development.	Meetings to justify the need for new staff.
	<u>Demand Forecast: Profile of future workforce: staffing levels and competencies needed to carry out MIT future funtional requirements.</u>	Job Analysis, Workload projections, Diversity and other internal staffing goals. (K.S.A.) needs	Questionnaire for Job Analysis.
			Questionnaire for Workload.
			Interviews for Job Analysis.
			Observations for Job Analysis.
	<u>Supply Projection: Profile of present workforce projected out as if no special action was taken to address to develop staff.</u>	Wokforce composition statistics such as: staffing levels, classification, locations, retirement eligibility, turnover projections, present competencies.	Tables of present staff: job clasification, staffing levels, turnover & retirement projections
	<u>Gap Analysis: Identification of gaps (shortages) and (surpluses) in staffing and competency levels needed to meet future functions</u>	Comparison of results of the Demand Forecast and the Supply Projection.	Tables of actual and required needs
	<u>Strategy Development: Identification of specific strategies or actions to take to resolve projected staffing and competency gaps and surpluses.</u>	Results of Gap Analysis: strategy tools and resources such as: succession planning, new recruitment and selection techniques, re-training, re-deployment, special assignment, multi-job tasks, etc.	Plan and design programs to implement the strategic tools and techniques

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ANNEX L MIT HR ACTION PLAN			
No.	ACTIVITY	ACTION NEEDED	TOOLS
Two	Job Analysis: Identification of both job description (hard) and job specifications for each job title.	Organization Structure. Titles of all jobs at all management levels.	List of job titles.
	<u>Job Description</u>	Identification of : taks, responsibilities, authorities, level and kind of qualifications, period of experience.	Special Form
	<u>Job Specifications</u>	Identification of : Skills, Knowledge, Abilities (SKA) for each job title at all manageemnt levels.	Special Form
Three	<u>Human Resources Development</u>	Planing and linking HRD activities to Strategic Human Resources Management & Planning	Consider MIT Strategic Plan. Consider Workforce Planning.
	<u>Training Plan</u>	Identify training needs for each job title at each work level.	Questionnaire
		Prepare training plan for short and medium term.	Design Training Plan
	<u>Training Budget</u>	Allocate funds to carry out the training and development programs.	Search for funds: internal versus external resources
Four	<u>Human Resources Manegement</u>	Review present techniques and advise on better ones	Review current forms
	<u>Recruitment Techniques</u>	Improve methods of recruitment. Search for recruitment within/ inside MIT first	Revise methods of recruitment
	<u>Selection Techniques</u>	Review present method and advise on new approach	Advise on interviewing technique
	<u>Placement Policies</u>	Review present policy and advise on new salary scale and allowances.	Propose new salary scale

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ANNEX L MIT HR ACTION PLAN				
No.	ACTIVITY	ACTION NEEDED	TOOLS	
Five	<u>HR Functions & Roles</u>	Define roles and functions of both: Human Resources	Revise overlapping or contradictions of roles	
		Management (Personnel) Department and Human		
		Resources Development (Training & Development)		
		Department .		
	<u>Human Resources Management Department.</u>	Manage all staff policies such as: recruitment,	Prepare Functional Role and areas of cooperation with HRD Department	
		selection, placement, staff grading, promotion,		
		workforce planning, rewards schemes, performance		
		appraisal, retirement, job evaluation, etc.		
	<u>Human Resources Development Department.</u>	Plan and manage the training and development	Prepare Functional Role and areas of cooperation with HRM Department	
		schemes and programs to enhance employee		
		current and future performance: conduct job		
		analysis study, identify training needs, prepare		
training plan and budget, link training efforts to other HRM or HRP strategies and policies.				
Six	<u>Measuring Performance:</u>	Introduce new performance management system	study current applied system study proposed systems	
	<u>Organizational Performance:</u>	Set criteria and indicators for measuring work units	Propose new approach	
		Design reporting system on achieved results	Design an action plan form	
		versus set targets.	based on monthly assessment	
	<u>Individual Performance:</u>	Set new performance management system in terms	Propose new approach with required forms and methodology	
		of criteria, indicators , method of appraisal, time of		
		reviewing performance, link results with other HRM		
		and HRD policies		

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Annex N

Implementation MIT Center of Excellence Program- Human Resources Assessment Scopes of Work

Scope of Work 1- Develop HR System Strategies with MIT based on issues and targets identified in the Implementation MIT Center of Excellence Program Human Resources Assessment.

Objective(s) :

- Allow MIT to understand more completely its present and future operating environment.
- Focus the MIT attention on technological advances and their HR planning implications
- Assist MIT in assessing and evaluating the impact of current and anticipated labor market trends on MIT strategic plans.
- Assist MIT in determining its HR preferences.
- Focus MIT on documenting its in-house capabilities and relating the outputs to their realities and objectives.
- Assist MIT in determining its strategies for managing its human resources based on the new data and understanding.

Specific Tasks:

- Review MIT Strategic Plan 2002-2006 especially noting the vision, mission statement, and goals and objectives specified in the plan.
- Interview senior management to determine key issues currently confronting MIT to include environmental changes, organizational strategies, values, technology, and financial resources and their assessment of these factors and their implications for future MIT HR management.
- With MIT senior management assess the current effectiveness of the MIT operating structure in terms of organizational coordination mechanisms, supervisory demands, work standardization processes, standardization of skills, and standardization of performance monitoring to meet MIT objectives.
- Assist MIT senior management to develop HR goals, mission, value statements, and strategies based on their assessments.

Scope of Work 2- Develop a methodology to assist MIT in forecasting HR demands and lend technical assistance to MIT personnel in designing and implementing HR policies, sub-systems, programs, and practices to allow it to meet its strategic objectives.

Objective(s):

- Create a HR system that mirrors and compliments the MIT Operational Strategic Plan and its objectives.

Specific Tasks:

- Render technical assistance to the MIT HR staff in the form of training and mentoring in the performance of workforce analysis to include demand forecasting, supply projection, and gap analysis.
- Render technical assistance to the MIT HR staff in the form of training and mentoring in the performance of job analysis, workload projections, diversity, and other staffing goals.
- Render technical assistance to the MIT HR staff in the form of training and mentoring in the development of a Human Resources Development System to include:
 1. an employee responsive, sustainable Human Resources Recruitment and Selection System.
 2. an employee focused professional development system.
 3. a functional, responsive Human Resources Department (structure, staffing, roles and responsibilities, functions, etc.) developed in accordance with current international best practices.
 4. a transparent employee Performance Evaluation System.
 5. a fair and equitable compensation system.
- Render technical assistance to the MIT staff in the form of training and mentoring in the implementation of the MIT HR System.
- Research the legalities of establishing a HR System independent of existing Jordanian Civil Service laws and regulations.

Annex O
Extract, Jordan Times, 27 June 2002

Administrative Development Strategy Approved

By Rana Awwad

AMMAN – The National Strategy for Administrative Development aims to upgrade the efficiency of Jordan's 178,000 civil servants, provide better services to citizens and quasi-freeze employment in the already-bloated public sector.

The strategy, approved by His Majesty King Abdullah on Wednesday during a meeting of the Economic Consultative Council (ECC), also calls for promoting and appointing employees, where necessary, on merit and utilizing IT in services offered.

The Kingdom's civil service, whose staff accounts for 35 per cent of the total workforce, has long been criticized for its bureaucracy, inefficiency, lack of trained staff, and overstaffing. The 24-page document, prepared by the ECC's Administrative Reforms Committee, also calls for finding alternatives to the civil service pension system whose burden on the budget grows by 10 per cent annually.

The strategy revealed that 43 per cent of total civil servants (around 76,000 employees) fall under the pension system, while the remainder are covered by the Social Security Law. Local economists and officials at the International Monetary Fund have been urging the government to reform the pension system which ate up some JD 294 million of the budget last year. The system is expected to cost JD 670 million by 2010 said the document.

Since the mid-1990's, the Social Security Law has become the social umbrella for those appointed in the civil service. But the government still has to deal with the 76,000 retired pensioners. One of the alternatives is transferring the retirees to the system administered by the Social Security Corporation.

The strategy suggested that a comprehensive study be conducted to examine the cost of such a move. Based on studies, the paper showed that the civil service sector, specifically its various departments, suffers from overlapping of jurisdiction and lack of intra-departmental coordination. It is also hampered by its complicated procedures and inability to attract or keep qualified employees, as well as increased spending, according to Minister of State for Administrative Development Mohammad Thneibat, who serves as president of the ECC's Administrative Reforms Committee.

Among the list of suggested reforms, which the strategy estimates will cost around JD 1.4 million, is setting up a body that would receive citizen's complaints, and investigate and act upon them. The strategy also calls for conducting opinion polls on the level of services offered by government bodies and solving points of shortcomings.

Other recommendations include increasing the salaries of civil servants, whose monthly wages average JD 245.

Another goal of the strategy is to completely freeze employment in category four, which includes, persons who do not hold higher education degrees and who are employed as unskilled laborers, including janitors and drivers. This category includes around 42,000 employees, and constitutes 27 per cent of the total working force, "Thneibat told The Jordan Times on the sidelines of the meeting".

Training and rehabilitating employees is another major area requiring attention, said the plan, which noted that the government should spend more in this effort. The strategy also calls for defining the services that could be computerized and charting awareness plan that would help the public benefit from the technology.

The Jordan Times
Thursday, June 27, 2002